

# EMW-2016-CA-APP-00264

## Application Information

**Application Number:** EMW-2016-CA-APP-00264

**Funding Opportunity Name:** FY 2016 Countering Violent Extremism Grants

**Funding Opportunity Number:** DHS-16-OCP-132-00-01

**Application Status:** Pending Review

## Applicant Information

**Legal Name:** Tuesday's Children

**Organization ID:** 18003

**Type:** Nonprofit having 501(c)(3) status with IRS, other than institutions of higher education

**Division:**

**Department:**

**EIN:** (b) (6)

**EIN Shared With Organizations:**

**DUNS:** 137160367

**DUNS 4:**

**Congressional District:** Congressional District 06, NY

## Physical Address

**Address Line 1:** 10 Rockefeller Plaza

**Address Line 2:** Suite 1007

**City:** New York

**State:** New York

**Province:**

**Zip:** 10020-[Grantee Organization > Physical Address > Zip 4]

**Country:** UNITED STATES

## Mailing Address

**Address Line 1:** 390 Plandome Road

**Address Line 2:** Suite 217

**City:** Manhasset

**State:** New York

**Province:**

**Zip:** 10030-[Grantee Organization > Mailing Address > Zip 4]

**Country:** UNITED STATES

## SF-424 Information

### Project Information

**Project Title:** Project COMMON BOND: Building Resilience and Long-Term Healing in Youth, Families & Communities

**Program/Project Congressional Districts:** Congressional District 12, NY

**Proposed Start Date:** Sun Jan 01 00:00:00 EST 2017

**Proposed End Date:** Mon Dec 31 00:00:00 EST 2018

**Areas Affected by Project (Cities, Counties, States, etc.):** US States, AL, AK, AZ, AR, CA, CO, CT, DC, DE, FL, GA, HI, ID, IL, IN, KS, KY, MA, MD, ME, MI, MN, MS, MO, NC, ND, NE, NH, NJ, NV, NY, OH, OK, OR, PA, RI, SC, TN, TX, UT, VA, VT, WA, and WI.

## Estimated Funding

Funding Source	Estimated Funding (\$)
Federal Funding	\$386670
Applicant Funding	\$0
State Funding	\$0
Local Funding	\$0
Other Funding	\$460332
Program Income Funding	\$0
<b>Total Funding</b>	<b>\$847002</b>

Is application subject to review by state under the Executive Order 12373 process? Program is not covered by E.O. 12372.

Is applicant delinquent on any federal debt? false

## Contacts

Contact Name	Email	Primary Phone Number	Contact Types
Lisa Oosterom	(b) (6)	(b) (6)	Authorized Official Secondary Contact
Terry Sears	(b) (6)	(b) (6)	Signatory Authority Primary Contact

## SF-424A

### Budget Information for Non-Construction Programs

Grant Program: Countering Violent Extremism Grant Program

CFDA Number: 97.132

Budget Object Class	Amount
Personnel	\$52948
Fringe Benefits	\$7942
Travel	\$126100
Equipment	\$0
Supplies	\$25500
Contractual	\$134580
Construction	\$0
Other	\$39600
Indirect Charges	\$0
Non-Federal Resources	Amount
Applicant	\$0
State	\$0
Other	\$39600
Income	Amount
Program Income	\$0

How are you requesting to use this Program Income? [\$budget.programIncomeType]

Direct Charges Explanation: As per detailed submitted budget

Indirect Charges explanation: N/A

## Forecasted Cash Needs (Optional)

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
Federal	\$	\$	\$	\$
Non-Federal	\$	\$	\$	\$

## Future Funding Periods (Years) (Optional)

First	Second	Third	Fourth
\$	\$	\$	\$

Remarks:

## SF-424C

### Budget Information for Construction Programs

### Assurances for Non-Construction Programs

Form not applicable? false

Signatory Authority Name: Lisa Oosterom

Signed Date: Tue Sep 06 00:00:00 EDT 2016

Signatory Authority Title: Executive Director

### Certification Regarding Lobbying

Form not applicable? false

Signatory Authority Name: Lisa Oosterom

Signed Date: Tue Sep 06 00:00:00 EDT 2016

Signatory Authority Title: Executive Director

### Disclosure of Lobbying Activities

Form not applicable? false

Signatory Authority Name: Lisa Oosterom

Signed Date: Tue Sep 06 00:00:00 EDT 2016

Signatory Authority Title: Executive Director

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## CERTIFICATION REGARDING LOBBYING

### Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

### Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

<b>* APPLICANT'S ORGANIZATION</b>		
Tuesday's Children		
<b>* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE</b>		
Prefix:	* First Name:	Middle Name:
* Last Name: Sears		Suffix:
* Title: Executive Director		
<b>* SIGNATURE:</b> Lisa Oosterom		<b>* DATE:</b> 09/02/2016

**Application for Federal Assistance SF-424**

* 1. Type of Submission:	* 2. Type of Application:	* If Revision, select appropriate letter(s):
<input type="checkbox"/> Preapplication <input checked="" type="checkbox"/> Application <input type="checkbox"/> Changed/Corrected Application	<input checked="" type="checkbox"/> New <input type="checkbox"/> Continuation <input type="checkbox"/> Revision	<input type="text"/> <input type="text"/>
* 3. Date Received:	4. Applicant Identifier:	
09/02/2016	<input type="text"/>	
5a. Federal Entity Identifier:	5b. Federal Award Identifier:	
<input type="text"/>	<input type="text"/>	
<b>State Use Only:</b>		
6. Date Received by State:	7. State Application Identifier:	
<b>8. APPLICANT INFORMATION:</b>		
* a. Legal Name: <input type="text"/> Tuesday's Children		
* b. Employer/Taxpayer Identification Number (EIN/TIN):  <b>(b) (6)</b>		* c. Organizational DUNS:  137160367000
<b>d. Address:</b>		
* Street1:	<input type="text"/> 10 Rockefeller Plaza, Suite 1007	
Street2:	<input type="text"/>	
* City:	<input type="text"/> New York	
County/Parish:	<input type="text"/>	
* State:	<input type="text"/> NY: New York	
Province:	<input type="text"/>	
* Country:	<input type="text"/> USA: UNITED STATES	
* Zip / Postal Code:	<input type="text"/> 10020-1903	
<b>e. Organizational Unit:</b>		
Department Name:	Division Name:	
<input type="text"/>	<input type="text"/>	
<b>f. Name and contact information of person to be contacted on matters involving this application:</b>		
Prefix:	<input type="text"/>	* First Name: <input type="text"/> Terry
Middle Name:	<input type="text"/>	<input type="text"/>
* Last Name:	<input type="text"/> Sears	
Suffix:	<input type="text"/>	
Title:	<input type="text"/> Executive Director	
Organizational Affiliation:		
<input type="text"/> Tuesday's Children		
* Telephone Number:	<input type="text"/> <b>(b) (6)</b>	Fax Number: <input type="text"/>
* Email:	<input type="text"/> <b>(b) (6)</b>	<input type="text"/>

## Application for Federal Assistance SF-424

### \* 9. Type of Applicant 1: Select Applicant Type:

M: Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education)

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

\* Other (specify):

### \* 10. Name of Federal Agency:

Department of Homeland Security - FEMA

### 11. Catalog of Federal Domestic Assistance Number:

97.132

CFDA Title:

Financial Assistance for Countering Violent Extremism

### \* 12. Funding Opportunity Number:

DHS-16-OCP-132-00-01

\* Title:

FY 2016 Countering Violent Extremism Grants

### 13. Competition Identification Number:

Title:

### 14. Areas Affected by Project (Cities, Counties, States, etc.):

 Add Attachment Delete Attachment View Attachment

### \* 15. Descriptive Title of Applicant's Project:

Project COMMON BOND: Building Resilience and Long-Term Healing in Youth, Families & Communities

Attach supporting documents as specified in agency instructions.

## Application for Federal Assistance SF-424

### 16. Congressional Districts Of:

\* a. Applicant

\* b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

<input type="text"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
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### 17. Proposed Project:

\* a. Start Date:

\* b. End Date:

### 18. Estimated Funding (\$):

* a. Federal	<input type="text" value="386,670.00"/>
* b. Applicant	<input type="text" value="460,332.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="847,002.00"/>

### \* 19. Is Application Subject to Review By State Under Executive Order 12372 Process?

- a. This application was made available to the State under the Executive Order 12372 Process for review on .
- b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- c. Program is not covered by E.O. 12372.

### \* 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)

Yes       No

If "Yes", provide explanation and attach

<input type="text"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
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21. \*By signing this application, I certify (1) to the statements contained in the list of certifications\*\* and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances\*\* and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)

\*\* I AGREE

\*\* The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

### Authorized Representative:

Prefix:  \* First Name:

Middle Name:

\* Last Name:

Suffix:

\* Title:

\* Telephone Number:  Fax Number:

\* Email:

\* Signature of Authorized Representative:  \* Date Signed:



**Project COMMON BOND:  
Building Resilience and Long-Term Healing  
in Youth, Families & Communities**

**Submitted September 6, 2016 by:**

**Tuesday's Children  
10 Rockefeller Center, Suite 1007  
New York, NY 10020  
[www.tuesdayschildren.org](http://www.tuesdayschildren.org)**

**Focus Area 1: Developing Resilience**



*"In any tragedy, we memorialize those who are lost; but we must not lose sight of, and do all that we can for those who are left. They are our most important living memorials and can become our most valuable ambassadors."*

—Tuesday's Children

## **Executive Summary**

Tuesday's Children seeks a Countering Violent Extremism (CVE) Grant of \$386,670 in the focus area *Developing Resilience* to develop and deliver culturally competent mental health and support services through our evidence-based Long-Term Healing Model and peace-building and conflict resolution initiative Project COMMON BOND. We have spent 15 years serving those impacted by September 11<sup>th</sup> and similar tragedies. By sharing our knowledge and experience in community-based disaster preparedness, response and recovery, as well as the conflict resolution and dignity-focused curriculum of Project COMMON BOND, Tuesday's Children will enhance critical thinking and civic engagement among communities at-risk for and recovering from terrorism, violent extremism and mass shootings, as well as among service providers, government agencies, academic institutions, funders and volunteers assisting with these efforts.

**Proposed Activities:** These include projected numbers to be served and costs per activity.

- Public education campaign about impact of terrorism and violent extremism (outreach to database of 30,000 and additional through partner organizations) (\$34,114.50)
- Trainings and civic engagement to an estimated six communities per year in Tuesday's Children's Long-Term Healing Model (8-10 trainees per session, 48-60 total) (\$72,904.50)
- Annual Project COMMON BOND summer symposium (140 attendees) and winter session (30 attendees) (\$172,932 requested *of estimated \$330,000 annual symposium cost*)
- Annual one-day Lessons in Recovery & Resilience Forum (200 attendees) (\$71,504.50)
- Speaking engagements at four conferences per year (250 attendees) (\$35,214.50)

**Partner Organizations:** See attached list of Tuesday's Children's September 11<sup>th</sup> community partners, corporate partners, international and institutional partners. Tuesday's Children will be the sole grantee of this funding.

**Geographic/Online Reach:** Tuesday's Children serves individuals in 44 U.S. states and 25 countries. Our database has 30,000 unique contacts and we average 100,000 web hits per year.

**Impact Summary:** Tuesday's Children serves children, families and communities directly impacted by terrorism, violent extremism and war, populations commonly subject to marginalization and isolation, which can increase vulnerability to the false sense of security and belonging used to engage them in violent extremist ideologies. Our services build understanding and tolerance and promote strategies that reduce the adverse effects of violent extremism and build peaceful relations.

## **Technical Merit**

Tuesday's Children seeks a CVE grant to develop resilience in individuals, families and communities impacted by and at risk for violent extremist attacks by broadening the reach and impact of our Long-Term Healing Model for service delivery after traumatic events and our international peace-building initiative Project COMMON BOND.

Tuesday's Children offers a time-tested, long-term approach— forged in the aftermath of 9/11—that enables families and communities torn apart by tragedy to heal, recover, and thrive for a lifetime. Through evidence-based programs—trauma and grief support, youth mentoring, mental health services, skills-building workshops, career resources, parenting advisement, youth leadership development, community and family engagement events, and volunteerism opportunities—we strengthen resilience, foster post-traumatic growth and build common bonds.

We have spent nearly 15 years working with more than 10,000 individuals impacted by September 11<sup>th</sup> and other traumatic events. Expansion efforts have engaged responders, military families, global victims of terrorism and other U.S. and global communities impacted by mass violence. Our international initiative, Project COMMON BOND, has united over 550 teenagers and young adults from 25 countries to transform their experiences losing a loved one in a terrorist incident into global peace-building efforts and friendships that transcend borders. In 2013, we established the Resiliency Center of Newtown—now a standalone nonprofit that has served more than 1,500 individuals impacted by the 2012 shootings at Sandy Hook Elementary.

Tuesday's Children's Long-Term Healing Model and work with global victims of terrorism, violent extremism and war have been recognized by multiple academic, government and global institutions, including the Harvard University Weatherhead Center for International Affairs, Harvard University Law School's Negotiation and Mediation Clinical Program, the Tanenbaum Center for Interreligious Understanding, the U.S. Institute of Peace (USIP), the United Nations International Society for Traumatic Stress Studies, Women Without Borders, New York Psychiatric Institute at Columbia University, NYU Child Study Center, Adelphi University and the International Association of Social Work with Groups.

**Proposed Activities:** Tuesday's Children proposes the following activities each grant year.

- ***Public education campaign about impact of terrorism and violent extremism***—this will include the launch of an online toolkit for Tuesday's Children's Long-Term Healing Model, public service announcements and marketing materials disseminated through partner networks to

raise awareness about the needs for preparedness and long-term support following traumatic events among frontline service providers and community-based organizations.

- ***Trainings and civic engagement to at least six communities per year in the Long-Term Healing Model***—2017 trainings for community service providers and frontline workers in countering violent extremism and long-term disaster recovery will be held 1) at the January winter session of Project COMMON BOND, 2) in a community location between February and June, 3) & 4) at the Project COMMON BOND summer symposium in the Philadelphia area (one for international chaperones and one for community providers, including a networking meet & greet to promote cross-cultural exchange), 5) in the New York area in the fall, and 6) virtual training as needed to various locations. 2018 will follow a similar schedule.
- ***Project COMMON BOND summer symposium and annual winter session***—created in 2008 and expanded in 2016, this program brings together teenagers, young adults and leaders from 25 countries directly impacted by acts of violent extremism—activities address peace-building, dignity and cross-cultural learning to address the long-term impact of terrorism.
- ***Annual one-day Lessons in Recovery & Resilience Forum***—first held in 2016 to commemorate the 15<sup>th</sup> anniversary of September 11<sup>th</sup>, this forum will feature keynote talks and panel discussions with leading experts in trauma, grief, bereavement, global disaster response and recovery, community resilience and assistance for responder and military populations. The forum is a resource for nonprofit and community-based organizations, academic institutions, funders, government agencies, students, educators, policy makers and service providers.
- ***Speaking engagements at four professional conferences per year***—Tuesday's Children will submit abstracts to present outcomes and lessons from our Long-Term Healing Model and Project COMMON BOND at professional conferences focused on community-based disaster response and recovery, traumatic loss and countering violent extremism.

**Addressing Prevention and Reducing Radicalization to Build Resilience:** Tuesday's Children is building common bonds among global victims of terrorism that reduce marginalization and eliminate isolation. Project COMMON BOND acknowledges the common humanity of our participants and addresses their profound trauma and grief, an essential first step in empowering youth to recognize the dignity of others and work towards peace. With a focus on personal healing, we transform victims' experiences of trauma and loss into positive action.

Those who have attended our programs express that they are committed to reversing the cycle of violence and resisting the negative pull of hatred.

The proposed services will guide governing bodies, civic leaders and service providers in at-risk communities through the necessary steps to deliver culturally competent mental health and support services when risks are present for violent extremism and following acts of terrorism and mass violence. Project COMMON BOND summer and winter sessions will directly assist youth exposed to politically motivated violence and thus at greater risk for radicalization. Project COMMON BOND participants and chaperones have increased civic involvement as a result of attending the program. Many participants express a desire to pursue CVE or peace-focused careers after graduation, and several are currently studying in those fields. The majority of the 35 chaperones trained from 2013-2016 in our Long-Term Healing Model are working directly with victims of terrorism and with CVE efforts in their home countries. Through targeted trainings in our evidence-based model, speaking engagements at professional conferences, including our annual forum, and public education efforts, these services will further increase critical thinking, conflict resolution and civic engagement among at-risk individuals, groups and communities.

**Project COMMON BOND:** Building on Tuesday's Children's proven Long-Term Healing Model, Project COMMON BOND sparks a dialogue of healing and community building. Our unique international symposium and yearlong activities guide participants in collaborative efforts to promote dignity and learn conflict negotiation and peacebuilding skills, all to enact positive change in their lives and global communities. We have united 25 countries and more than 550 teenagers and young adults who share the "common bond" of losing an immediate family member in an act of terrorism, violent extremism or war. Youth participants travel with chaperones (international social justice leaders, civic activists, policymakers, practitioners, students, teachers and social service providers), who attend daily sessions to share cross-cultural perspectives in their work and learn about our Long-Term Healing Model for assisting communities in the wake of tragedies. As of 2016, we have added an annual winter alumni session to the program, the first of which was held January 5-9 at George Mason University.

Goals & objectives of Project COMMON BOND:

1. Healing through Community – building resilience in youth affected by trauma
2. Transformation through Education – teaching conflict resolution and peace-building skills
3. Leadership Development – empowering youth to enact positive change in their communities

Project COMMON BOND consists of yearlong activities that create connections and promote intercultural exchange among youth with the shared experience of losing a loved one in violent and often politically charged circumstances. The highlight of these activities is an annual weeklong symposium consisting of daily sessions utilizing the Dignity Model, community building activities with a focus on healing, and rotating Peacebuilding sessions and creative therapies in Drama, Art, Movement, Music and Sports.

The program utilizes Conflict Resolution curriculum designed by Harvard Law School's Negotiation and Mediation Program; an adaptation of the Dignity Model created at the Harvard Weatherhead Center for International Affairs; a Peacebuilding curriculum developed by leadership and conflict management facilitators with experience working in the Israeli-Palestinian and other international conflicts; and Tuesday's Children's Long-Term Healing Model for building community resilience. Project COMMON BOND partners with local organizations around the world to recruit participants. (See attached list. Participant countries include: Algeria, Argentina, Colombia, Croatia, England, France, Haiti, India, Indonesia, Ireland, Israel, Kenya, Kosovo, Liberia, Macedonia, Morocco, Nigeria, Northern Ireland, Norway, Pakistan, Palestine, Russia, Spain, Sri Lanka and the United States.

Project COMMON BOND is continually growing to include more young adults and countries affected by violence. It is an unprecedented arena for cultural exchange between individuals whose "common bond" challenges religious, economic, ethnic, racial, political and other societal differences that often spawn extremist sentiment and abstract violence worldwide. We continue to work with participants, facilitators and partners to explore more ways in which Project COMMON BOND's lessons can be applied in local and global communities.

Tuesday's Children and our international initiative Project COMMON BOND provide personalized support and a safe "landing place" to traumatized, grief-stricken children, families and communities left reeling from acts of violence. Inherent in its name, Project COMMON BOND emphasizes commonalities among participants, despite diverse nationalities, cultures, religions, ethnicities, socioeconomic statuses and other demographic characteristics. Project COMMON BOND has helped participants find not only a voice, but also meaningful and supportive alliances that promote healing.

**Long-Term Healing Model:** Tuesday's Children's innovative Long-Term Healing Model, a compilation of lessons learned serving more than 10,000 individuals over nearly 15 years,

provides valuable resources never before put into a train-the-trainer format, including best practices in community engagement, needs assessment, adaptive service delivery and evaluation. Our guidance and insights can serve as innovative tools for professional practice, and benefit global agencies and communities working with individuals in the wake of tragedy.

We define “tragedy” as:

*an event or occurrence that has a longitudinal impact causing profound loss, emotional or physical wounds, suffering or devastation in a local or global community, often resulting in multiple deaths and warranting long-term, needs-based, family-focused services to promote healing, build resilience, eliminate isolation and create common bonds.*

Over nearly 15 years working with the 9/11 community and others impacted by traumatic events, we have learned that communities need:

- Long-term commitment and response
- Broad, community-based outreach
- Needs-based, adaptive approach
- Evidence-based, resilience-building services
- Carefully selected partnerships
- Family/community involvement and feedback

With this funding, we will further broaden our impact by sharing our Long-Term Healing Model with domestic and international communities, service providers, governmental agencies and family support networks. Confronted by the increasing frequency of global terrorism, a surge of communities around the world—from Paris, to Nigeria, Lebanon, Mali, San Bernardino, Orlando, and dozens of others—are requesting guidance and resources that our Long-Term Healing Model can provide. We have created multiple materials to assist in these events and a protocol for outreaching to frontline agencies and for longitudinal follow-up advisement.

Our Long-Term Healing Model will be released in multiple formats, including:

- White paper/resource guide
- Train-the-trainer curriculum
- Lessons in Recovery & Resilience Forum
- Online toolkit for community-based long-term healing
- Consulting-based guidance

With an emphasis on building trust, fostering community, creating adaptive programs, and delivering mental health services our Long-Term Healing Model can play a significant role in countering violent extremism and give other communities tools to mitigate the significant factors that contribute to radicalization and walk them through the process of delivering these services.

## **Needs Analysis**

**Service Population:** Tuesday's Children serves a vulnerable population of children and families directly impacted by terrorism, violent extremism and war. The average age of the 3,051 children who lost a parent on 9/11 was 8; the youngest are now only 14. Approximately 90,000 people assisted in recovery efforts, and tens of thousands are suffering from illnesses related to exposure to harmful toxins in the World Trade Center "dust cloud." Since the 9/11 tragedy, some 2.3 million troops have been deployed, and military casualties exceed 18,000.<sup>1,2</sup> Since 2001, over 61,000 global terrorist incidents have caused more than 140,000 deaths.<sup>3</sup> Mass killings occur approximately every two weeks in the U.S and one third of the victims are under the age of 18.<sup>4,5</sup>

**Risk Factors to Radicalization:** The United States Institute of Peace highlights the lack of a predictive model for the process of radicalization.<sup>6</sup> However, researchers have identified several risk factors. When structural factors (lack of socio-economic opportunity, marginalization and discrimination, poor governance, violation of human rights, and prolonged and unresolved conflicts)<sup>7</sup> are coupled with personal factors, the push to radicalize can be significant. Experts have determined that young people are particularly susceptible to engaging in violent extremism.<sup>8</sup> The Organization for Security and Cooperation in Europe (OSCE) concluded that "young people in search of a sense of belonging, purpose, and/or identity may be more vulnerable to violent extremism and terrorist radicalization" than older individuals.<sup>9</sup> As terrorist propaganda and radical groups provide a "sense of certainty" and community where it may be otherwise lacking, atomized youth populations remain a target for extremist recruitment and propaganda campaigns.<sup>10</sup> Supporting data suggests: "social disenfranchisement is a leading cause of terrorist activity".<sup>11</sup>

<sup>1</sup> By 2012, the number of military suicides had far surpassed the total of casualties in battle, and approx. 8,000 veterans were committing suicide every year in 2013. (Kemp & Bossarte. *Suicide Data Report, 2012*. Washington, DC: Dept. of VA, 2012.)

<sup>2</sup> There are approximately 57,000 U.S. military widows, and an estimated 170,000 children have lost a military parent. (Calculated using data provided by the Society of Military Widows and the SBP/DIC offset data for post-9/11 Gold Star widows)

<sup>3</sup> Institute for Economics and Peace. *Global Terrorism Index: 2015*. Report. 2016: Institute for Economics and Peace. p.33

<sup>4</sup> Hoyer, M., & Heath, B. "Mass Killings Occur in USA Once Every Two Weeks." [Www.usatoday.com](http://www.usatoday.com). December 2, 2013. Accessed August 25, 2016. <http://www.usatoday.com/story/news/nation/2012/12/18/mass-killings-common/1778303/>.

<sup>5</sup> Mass Shooting Tracker data (broader definition than FBI) shows over one shooting/day in 2015 and over 180 mass shootings Jan-Jun 2016. (Accessed August 25, 2016. <http://www.gunviolencearchive.org/reports/mass-shooting/>)

<sup>6</sup> "There is no way to determine whether an individual in certain circumstances, with a certain disposition, with certain relationships, and exposed to certain ideas will end up engaged in violence." (Holmer, Georgia. *Countering Violent Extremism: A Peacebuilding Perspective*. Report. Washington, DC: USIP, 2013. p.3)

<sup>7</sup> UN General Assembly. *Plan of Action to Prevent Violent Extremism: Report of the Sec. General*. A/70/674. UN, 2015. p.7-8

<sup>8</sup> ARTIS Research & Risk Monitoring *Theoretical Frames on Pathways to Violent Radicalization: Understanding the Evolution of Ideas and Behaviors, How They Interact and How They Describe Pathways to Violence in Marginalized Diaspora*. 2009. p.75

<sup>9</sup> OSCE Pg.3

<sup>10</sup> Lyons-Padilla, S., Gelfand, M., Mirahmadi, H., Farooq, M., and Van Egmond, M.. "Belonging Nowhere: Marginalization & Radicalization Risk Among Muslim Immigrants." *Behavioral Science & Policy*, December 2015. p.2

<sup>11</sup> Institute for Economics and Peace. *Global Terrorism Index: 2015*. Report. 2016: Institute for Economics and Peace. p.69

Personal factors that heighten tendencies towards radicalization can include volatile emotional states stemming from traumatic personal experience. What is known as “significance loss”—personal trauma, shame and perceived societal maltreatment—can cause loss of self-worth and indicate a potential attraction to extremist narratives, particularly when structural indicators are present.<sup>12</sup> Studies show that trauma and psychopathology are potentially more prevalent in youth proximally impacted by terrorism, suggesting greater susceptibility towards radicalization.<sup>13</sup>

Research shows that long-term effects of terrorism often include high rates of unremitting PTSD in children, which in turn poses further risks for radicalization.<sup>14</sup> Some 75,000 NYC children (10.5% of population) had symptoms predictive of PTSD after 9/11. High percentages of children presented other symptoms predictive of a range of disorders, including depression, anxiety, agoraphobia, separation anxiety and conduct disorder.<sup>15</sup> PTSD prevalence is not only limited to children, but also adults, including first responders and some 600,000 individuals located in the vicinity of Ground Zero. 9/11 traumas are still being felt today—86% of 9/11 family members report that children and young adults are still experiencing emotional after effects of the attacks. A third of families describe their emotional health as “improving but still struggling”, “having a hard time coping”, or “getting worse”. This correlates with a consistent demand for mental health and community-building services long after the 10<sup>th</sup> anniversary of 9/11.<sup>16</sup> This need for long-term services can be generalizable to account for community needs in the aftermath of other domestic and international acts of terrorism and politically-motivated violence as well.

Since personal traumatic experience and structural factors contribute significantly to radicalization, it is crucial to make long-term individual and community-based resilience strategies a mainstay of CVE efforts. These strategies include the development of mental health services that aid in healthy trauma metabolization and the promotion of conflict resolution tools and critical thinking skills, which allow for individuals to address structural factors through peaceful means.

**Addressing Risk Factors and Developing Resilience:** Youth can play a significant role in perpetuating violent extremism, particularly if they are aggrieved, perceived as maltreated and exposed to extremist narratives. However, youth are also in a unique position to counter these

<sup>12</sup> *Belonging Nowhere* p.2

<sup>13</sup> Comer, Jonathan S., and Philip C. Kendall. "Terrorism: The Psychological Impact on Youth." *Clinical Psychology: Science and Practice* 14, no. 3 (July 23, 2007): 179-212. p.185

<sup>14</sup> Ayalon, 1993; Desivilya et al., 1996; Trappler & Friedman, 1996; Almqvist & Brandell-Forsberg, 1997; Elbedour et al., 1999.

<sup>15</sup> Hoven, Christina W., et al. *Effects of the World Trade Center Attack on NYC Public School Students - Initial Report to the New York City Board of Education*. Report. New York, NY: Mailman School of Public Health, Columbia University, New York State Psychiatric Institute and Applied Research and Consulting, LLC, 2002.

<sup>16</sup> 2014 Tuesday's Children survey

same narratives. Those who may even be susceptible to radicalization, such as “victims and former violent extremists”, play a central role in allowing communities to reject radicalization.<sup>17</sup>

Project COMMON BOND, like our broader Long-Term Healing Model, employs a two-fold strategy to mobilize a vulnerable population and allow them to address trauma, heal, eliminate isolation, and build a cross-cultural community. At the same time we provide youth with resources and tools that can empower them to recognize the dignity of others and work towards peace. Taken as a whole, Project COMMON BOND builds resilience in the aftermath of trauma, and participants use their unique experiences to work as peacebuilders in their own communities, thus translating lessons learned to other vulnerable populations. Participants come to the program with a high geopolitical awareness, motivation, and education, all of which makes them ideally suited to act as ambassadors for peace and resilience within the U.S. and around the globe.

A core part of Project COMMON BOND’s resilience-building strategy is transmitted through the Dignity Model, developed by Prof. Donna Hicks at Harvard’s Weatherhead Center for International Affairs. In a safe and inclusive space, participants explore the elements of dignity, share their stories, build trust and form cross-cultural bonds between individuals from different, and sometimes antagonistic global and diasporic communities. The after effects of violence are humanized, which further challenges the legitimacy of violence as a useful political tool. Since vilification and dehumanization are significant components of radicalization, neutralizing these tendencies is a large part of our model. On a personal level, the Dignity Model promotes long-term healing in the aftermath of trauma and loss. On a community level, universalized principles of dignity are put into practice, which in turn can break cycles of violence and retribution.

In Project COMMON BOND’s Peacebuilding sessions, inspired by the USIP’s Toolkit for Educators, participants are exposed to core questions in peace and conflict studies and envision themselves as actors in various parts of the peacebuilding process. Participants complete mock negotiations, define key concepts, and ultimately outline possible initiatives to undertake in their home communities. Often, this means giving alumni support and guidance in pursuing higher education in peacebuilding, CVE or related fields. This instills in participants more than just an understanding of the complexities of building peace—it allows them to develop a sense of agency in resisting recruitment to violence and radicalization. Creative therapy sessions in sports, drama, music and movement provide a neutral space that can also facilitate communication, skills building

<sup>17</sup> Joint OSCE Secretariat – OSCE ODIHR Expert Roundtable. *Youth Engagement to Counter Violent Extremism and Radicalization That Lead to Terrorism*. Report. Vienna, 2012: OSCE, p.7, 9 & 13

and critical thinking and build resilience. According to the OSCE, programs that might not seem directly related to peacebuilding are in fact crucial insofar as they “offer youth the opportunity to engage in social and purposeful activities with specific rules” that “help them develop and improve their skills and talents as well as raise their confidence and self-esteem.”<sup>17</sup>

**Long-Term Healing and Radicalization:** Training international partners in our Long-Term Healing Model and facilitating cross-cultural exchange of professional knowledge, experiences and resources create a cultural support model that ensures that lessons and strategies learned at Project COMMON BOND endure with participants for years to come. Tuesday's Children's Long-Term Healing Model for communities impacted by traumatic loss, our collaboration with a network of organizations dedicated to peace and reconciliation, and opportunities to participate in professional publications and presentations on disaster mental health reinforce the development of resilience in a population that, while needing significant support, represents a vanguard at the forefront of countering violent extremism. Using this model, Tuesday's Children has successfully integrated families of 9/11 victims, responders and military service members, as well as international victims of terrorism and violent extremism, into a tight network through programs promoting resilience and healing through community service.

**Measuring Progress and Success:** Our Long-Term Healing Model has already been practically applied in other settings. An international chaperone trained in the Model used our curriculum to facilitate a 2014 workshop in Indonesia for families impacted by extremism, featuring dialogue and experience from Project COMMON BOND alumni. Other chaperones—leaders in the fields of traumatic loss and post-disaster service provision—have shared lessons learned with governing bodies and other service providers to directly apply best practices in community-building among affected populations in their home countries, many of which are embroiled in armed conflict. Domestically, we have outreached and expanded to new populations that can benefit from our lessons learned. Other communities, such as Newtown, CT through the Resiliency Center co-founded by Tuesday's Children, have successfully implemented our Long-Term Healing Model to create needs-based services that build resilience in the wake of tragedies.

**Evaluation Methodology:** Tuesday's Children develops and modifies needs-based programs using feedback from surveys, program evaluations, Family Advisory Board meetings, consultation with external experts and weekly internal team meetings to meet the ongoing and emerging needs

of families and children. Evaluations capture skills learned, motivation, staff performance, definition of role, satisfaction with the experience and suggested modifications.

Project COMMON BOND participants complete mixed-method evaluations pre- and post-program and provide testimonials and one-on-one and group feedback. Due to the sensitive nature of the topics discussed at Project COMMON BOND, we ensure additional monitoring of participants throughout the symposium. While the positive focus is to demonstrate that "Our Past Is Changing the Future," inevitable feelings of grief and anger may surface for some participants as they are reminded of the experience that connects them. Tuesday's Children supports youth and encourages them to talk about and process their feelings in a safe and nurturing environment to address trauma and complicated grief symptoms and promote positive coping strategies. Professionally trained and experienced trauma-specialists, counselors, and social workers are available on-site and for follow-up and provide clinical support as needed. Project COMMON BOND's participants attest to the program's transformational impact and its ability to facilitate friendships despite cultural, historical, economic, ideological and political differences. The palpable transformation participants undergo has been highlighted by reputable media outlets.<sup>18</sup>

Project COMMON BOND 2016 Participant Evaluations
92% felt motivated to advocate for peace in their communities [an average of 89% of respondents 2010-2015 agree]
94% had greater awareness of the impact their actions have on others [91% of respondents 2010-2015 agree]
90% felt better able to identify and respond to prejudices [84% of respondents 2010-2015 agree]
90% felt better able to respond thoughtfully than react impulsively [82% of respondents 2010-2015 agree]
96% recognized the value in learning from different cultures [94% of respondents in years 2010-2015 agree]
90% felt better able to maintain a positive outlook in the face of difficulty [83% of respondents 2010-2015 agree]

Multiple studies show that family and community interaction and support are of vital importance and are core resources in individual and community healing and positive growth and recovery post-trauma.<sup>19</sup> Research has shown that teaching and practicing effective conflict resolution between people, individuals and cultures, building understanding and tolerance, and promoting shared humanity are necessary strategies to reduce the adverse effects of terrorism.<sup>20</sup> Project COMMON BOND participants have demonstrated improvements in their ability to control their emotional responses, recognize their strengths, and understand the impact of their actions on others. Over 90% of participants stated that the program met or exceeded their expectations and all have wanted to stay connected to their peers.

<sup>18</sup> Press links available at Tuesday's Children's website: <http://www.tuesdayschildren.org/news-resources/#press>

<sup>19</sup> Walsh, F. *Traumatic Loss and Major Disasters: Strengthening Family and Community Resilience*. Family Process, Vol. 46, No. 2, 2007.

<sup>20</sup> *Youth Engagement to Counter Violent Extremism and Radicalization that Lead to Terrorism Report on Findings and Recommendations*. Joint OSCE Secretariat – OSCE ODIHR Expert Roundtable, Vienna, 23-24 October 2012.

## **Expertise**

Since 2001, Tuesday's Children has helped more than 10,000 individuals impacted by tragedy, including families of 9/11 victims, responders and military service members, as well as more than 550 international victims of terrorism and global and local communities, such as Newtown, CT, recovering from traumatic loss. We have witnessed post-traumatic growth indicating the impact of our early and longer-term programs. Project COMMON BOND utilizes our proven Long-Term Healing Model to create a unique international community of youth that fosters positive personal growth, promotes intercultural understanding and encourages community action. We are building an international network of global youth ambassadors, ages 15-20, whose lives have been transformed by terrorism and who are now striving toward tolerance, peace, positivity and empowerment. We have yet to encounter another program with such transformational and collaborative outcomes on a global scale.

**Project Staff:** Key staff for implementing this project include: Terry Sears, Executive Director; Alison Silberman, Director of Programs and Strategic Initiatives; Deirdre Dolan, Program Manager of Project COMMON BOND; Lisa Oosterom, Director of Finance and Operations; Deanna Morosoff, Marketing and Design Manager; Sallie Lynch, Program and Development Consultant; Monica Meehan McNamara, Project COMMON BOND Curriculum Director; and Candida Cucharo, Project COMMON BOND Chaperone Group Facilitator.

As one of the few remaining 9/11 family service organizations, it is our mission to continue to address the long-term needs of children and families impacted by this tragedy and other acts of violent extremism. We continue to provide an innovative platform of programs specifically designed to build resilience, promote a sense of belonging, build community, and supply youth with critical skills for their successful progression into a happy, healthy and prosperous future. Our family surveys document ongoing and evolving longer-term needs as 9/11 children grow into adulthood, as responder families face a growing number of health concerns, as military families of the fallen cope with grief and loss, and as international victims of terrorism seek resilience and strength through community supports. We believe youth impacted by terrorism and violent extremism require special attention, education, and empowerment to support them through developmental stages, milestones and identity formation. In return, these teenagers and young adults live emotionally healthy and productive lives and can have a measurably positive impact on their home communities and families.

## **Budget Justification**

### **Line Item Budget:**

<b>Budget Category</b>	<b>Federal Request</b>	<b>Non- Federal Request</b>	<b>Total</b>
A. Personnel	\$ 52,948.00	\$ 88,254.00	\$ 141,202.00
B. Fringe Benefits	\$ 7,942.00	\$ 13,238.00	\$ 21,180.00
C. Travel	\$ 126,100.00	\$ 97,000.00	\$ 223,100.00
D. Equipment	\$ 0.00	\$ 0.00	\$ 0.00
E. Supplies	\$ 25,500.00	\$ 5,900.00	\$ 31,400.00
F. Construction	\$ 0.00	\$ 0.00	\$ 0.00
G. Consultants/Contracts	\$ 134,580.00	\$ 166,180.00	\$ 300,760.00
H. Other	\$ 39,600.00	\$ 89,760.00	\$ 129,360.00
<i>Total Direct Costs</i>	<b>\$386,670.00</b>	<b>\$460,332.00</b>	<b>\$847,002.00</b>
I. Indirect Costs	\$ -	\$ -	\$ -
<b>TOTAL PROJECT BUDGET</b>	<b>\$386,670.00</b>	<b>\$460,332.00</b>	<b>\$847,002.00</b>

**Total Year 1 Federal Request:** \$193,335.00

**Total Year 2 Federal Request:** \$193,335.00

### **A. Personnel**

<b>Title and Name</b>	<b>Annual</b>	<b>Time</b>	<b>Hrs/ Wk</b>	<b>Hourly</b>	<b>Mos.</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Total</b>
Exec. Dir. Terry Sears	(b) (6)	1.3	40	60.10	12	4,063.00	4,063.00	(b) (6)
Dir. Programs & Strat. Initiatives Alison Silberman	(b) (6)	1.72	40	48.08	12	4,300.00	4,300.00	(b) (6)
Program Manager Deirdre Dolan	(b) (6)	9.70	40	25.00	12	12,610.00	12,610.00	(b) (6)
Dir. Finance & Operations Lisa Oosterom	(b) (6)	1.50	40	37.50	12	2,925.00	2,925.00	(b) (6)
Marketing and Design Manager Deanna Morosoff	(b) (6)	1.84	40	26.93	12	2,576.00	2,576.00	(b) (6)
<b>Total:</b>	<b>\$ (b) (6)</b>	<b>16.06</b>				<b>\$26,474.00</b>	<b>\$26,474.00</b>	<b>\$ (b) (6)</b>

- ***Terry Sears, Executive Director***, is senior operating officer overseeing the organization.
- ***Alison Silberman, Director of Programs and Strategic Initiatives***, will oversee the development and implementation of the Long Term Healing Model (LTHM) and the execution of Project COMMON BOND (PCB).
- ***Deirdre Dolan, Program Manager, Project COMMON BOND*** is responsible for outreach to international and domestic partners and participants, program planning and logistics.

- **Lisa Oosterom, Director of Finance and Operations**, will monitor the programmatic outcomes in line with spending and reporting.
- **Deanna Morosoff, Communications, Marketing and PR Manager**, will be responsible for design of printed and online materials and oversight of public education campaign.

**B. Fringe Benefits** (Fringe Benefit Rate is 15% and totals \$3,971 per year and \$7,942 for two years.)

Social Security (FICA & Medicare)	7.65 %
Health insurance	5 %
State unemployment insurance	1 %
Workers' compensation and disability	1.01 %
New York City metropolitan transit tax	0.34 %
<b>Total:</b>	<b>15 %</b>

**C. Travel**

Description	Year 1	Year 2	Total
Travel for 3 staff to conduct LTHM trainings (\$950/person, 3x/yr) and attend 4 professional conferences (\$1250/person), including flight, ground transportation, accommodation and conference fees.	\$23, 550. 00	\$23, 550. 00	\$47, 100. 00
Domestic travel costs for 25 US participants to/from the Project COMMON BOND summer session, including participant busses and flights @\$160/participant	\$4,0 00.0 0	\$4,0 00.0 0	\$8,0 00.0 0
Travel costs to incorporate 10-15 refugee participants @\$200/person	\$3,0 00.0 0	\$3,0 00.0 0	\$6,0 00.0 0
Local transportation costs for 100 program participants and volunteer staff @\$20/person	\$2,0 00.0 0	\$2,0 00.0 0	\$4,0 00.0 0
Travel reimbursement for 40 volunteers, consultants, and facilitators @\$75/person	\$3,0 00.0 0	\$3,0 00.0 0	\$6,0 00.0 0
Airfare for 5 keynote speakers @\$500/person	\$2,5 00.0 0	\$2,5 00.0 0	\$5,0 00.0 0
Domestic travel for 15 winter session participants @\$200/person	\$3,0 00.0 0	\$3,0 00.0 0	\$6,0 00.0 0
Summer accommodation costs (\$20 per night/8 nights for 100 participants, staff, facilitators, and volunteers)	\$16, 000. 00	\$16, 000. 00	\$32, 000. 00
Winter program accommodation (\$150/rm, 10 rms X 4 nights)	\$6,0 00.0 0	\$6,0 00.0 0	\$12, 000. 00
<b>Total:</b>	<b>\$63,</b>	<b>\$63,</b>	<b>\$126</b>

	<b>050. 00</b>	<b>050. 00</b>	<b>,100. 00</b>
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**D. Equipment** (Equipment costs do not exceed \$5,000 per unit and are included in Supplies.)

**E. Supplies**

Description	Year 1	Year 2	Total
Printing materials, Wi-Fi while traveling, books, articles, software, laptops (3 @ \$500), postage	\$7,300.00	\$7,300.00	\$14,600.00
Materials for 6 creative arts and peace building activities at summer Project COMMON BOND session	\$2,000.00	\$2,000.00	\$4,000.00
Curriculum materials for Dignity sessions (books, binders, handouts, and other learning materials @\$25/participant	\$1,200.00	\$1,200.00	\$2,400.00
Supplies for evening workshops and group activities at summer Project COMMON BOND session	\$1,000.00	\$1,000.00	\$2,000.00
Printed materials for chaperone program, including curriculum, binders, workbooks, handouts, and other resources	\$1,000.00	\$1,000.00	\$2,000.00
Miscellaneous program supplies	\$250.00	\$250.00	\$500.00
<b>Total</b>	<b>\$12,750.00</b>	<b>\$12,750.00</b>	<b>\$25,500.00</b>

**F. Construction** (There are no construction costs associated with this project.)

**G. Consultants/Contracts**

**Consultants included in this project are:**

- **Sallie Lynch**, who will be overseeing curriculum design and revision and facilitating training in the Long-Term Healing Model.
- **Candida Cucharo**, who will be advising on curriculum design and revision and overseeing Long-Term Healing sessions with Project COMMON BOND chaperones.
- **Monica Meehan McNamara**, Curriculum Director of Project COMMON BOND who will be overseeing curriculum components and facilitation of Dignity sessions.

Description	Year 1	Year 2	Total
Two LTHM training facilitators @ 50% of annual cost	\$(b) (6)	\$(b) (6)	\$(b) (6)
PCB Summer program facilitation (Dignity curriculum, therapeutic arts, peace building, and chaperone program) @\$500/facilitator for 16 facilitators	\$8,000.00	\$8,000.00	\$16,000.00
PCB Winter program facilitation (conflict negotiation professionals, university professors)	\$5,000.00	\$5,000.00	\$10,000.00
Curriculum director @ 25% of annual cost	\$(b) (6)	\$(b) (6)	\$(b) (6)
<b>Total</b>	<b>\$67,290.00</b>	<b>\$67,290.00</b>	<b>\$134,580.00</b>

**H. Other**

Description	Amount Year 1	Amount Year 2	Total Request
Curriculum development and revision	\$3,300.00	\$3,300.00	\$6,600.00

Tuesday's Children: Department of Homeland Security  
Countering Violent Extremism (CVE) Grant Program FY16

Public education campaign (\$2,500 PSA \$3,000 online resources, \$2,000 partnered marketing)	\$7,500.00	\$7,500.00	\$15,000.00
Additional conference costs: A/V, internet, etc.)	\$1,500.00	\$1,500.00	\$3,000.00
Honorarium for 5 keynote speakers @ \$1500 each	\$7,500.00	\$7,500.00	\$15,000.00
<b>Total</b>	<b>\$19,800.00</b>	<b>\$19,800.00</b>	<b>\$39,600.00</b>

**Appendix A: Ongoing Community Resilience and Prevention Planning** (See attached)

## **Appendix A:**

### Ongoing Community Resilience and Prevention Planning

#### **Attachments:**

- 1. Long-Term Healing Model Action Plan**
- 2. List of Community Partners**
- 3. Long-Term Healing Model Overview**

## **Tuesday's Children Response in the Wake of Tragedy**

Tuesday's Children was founded to promote long-term healing in all those directly impacted by the events of Tuesday, September 11, 2001. Our mission today is to keep the promise to those children and families while serving and supporting communities affected by tragedies worldwide. This action plan serves as a framework for Tuesday's Children's response, both in the short and long term, following a traumatic event.

### The Long Term Healing Model Program

Tuesday's Children will provide the following resources from its replicable and adaptable Long-Term Healing Model (LTHM) of community outreach, service delivery and long-term support in the wake of tragedies:

- A **resource guide** documenting our history and providing guidelines
- A **train-the-trainer curriculum** for sharing our lessons learned
- An **online toolkit** for creating community-based long-term healing
- **Consulting-based guidance** for replication and adaptation

### Criteria

The criteria for which Tuesday's Children issues both personalized and public responses to a tragedy will depend on how an event is categorized. As an organization that serves victims of terrorism, any event that is deemed an act of terror by the local authorities, is considered a qualifying event. Tuesday's Children defines tragedy as: "*an event or occurrence that has a longitudinal impact causing profound loss, emotional or physical wounds, suffering or devastation in local or global community, often resulting in multiple deaths and warranting long-term, needs-based, family-focused services to promote healing, build resilience, eliminate isolation and create common bonds.*" To stay in line with our mission, Tuesday's Children will activate these action steps following an event that would elicit traumatic stress such as:

- **Act of Terror** – as defined by the governing body in the area
- **Political Violence** – an ideologically driven event aimed at harming opposing viewpoints
- **Declaration of War** – as issued by a governing body
- **Mass Shooting** – as defined by Mass Shooting Tracker and the FBI (four or more victims of gun violence)
- **Religious Extremism** – violence incited by religious ideology outside the mainstream attitudes of society

### Outreach Timeline

1. Identify local community-based organizations, government agencies and local chapters of federal response teams responding to the event.
2. Identify contacts within those organizations and agencies and use the [contact template](#) to track all correspondence.

3. Reach out via email to identified contacts, include the following documents (saved in [Assistance Outreach](#) folder): a) [Sample outreach email](#) language, b) [Tuesday's Children brochure](#), c) LTHM one pager
4. One month following the event: short email to organizational contact reiterating offer to help.
5. Continue to follow up each month as appropriate following the event: evaluate where the organization is in the recovery process and assess compatibility.

Should the organizations/agency wish to get involved with Tuesday's Children:

1. Share LTHM short form.
2. Set up conference call to understand the community need, outreach conducted to date, organizational constituency, key players and determine next steps.
3. Arrange in-person meeting to present an overview of the LTHM and determine level of engagement and fee structure, if applicable.
4. Train employees at the organization in the LTHM curriculum.
5. Assess the community's needs - The first step in assisting a community in the healing process is to assess the need of the service population. That population may be narrow, such as military wives in one county, or broader, such as the entire community in one city, depending on the local organization's mission and needs.
6. Establish a timeline and milestones with the partner organization, including program development, recruitment and rollout and disengagement once work is complete.
  - a. Determine what level of engagement Tuesday's Children will play in helping to develop and implement programs.
  - b. Establish clear guidelines for partner organization and Tuesday's Children's roles.
  - c. If the organization is partnering with Tuesday's Children as a fiscal sponsor, include timeline for establishing 501c3 designation with the IRS
7. Working with the local organizations, Tuesday's Children will help establish effective outreach methods to the community, and develop programs for the short term as well as the long term. The programs could fall under:
  - Community engagement
  - Family engagement
  - Life management skills
  - Mental health and counseling
8. Once programs are up and running, revisit effectiveness and necessity of program offerings in the community and make adjustments accordingly.
9. Once programs are established, determine when and how to implement exit strategy for Tuesday's Children, including long-term communication timeline following the separation.

## **Tuesday's Children's List of Partners:**

### **Corporate Partners:**

- American Express
- Cantor Fitzgerald
- Century 21
- Christian Louboutin
- CNN
- Conde Nast
- Emmis Communications/Hot 97
- FBI
- FDNY
- Grace Institute
- Havas Worldwide
- Humane Society of NY
- IAVA
- Icahn School of Medicine at Mount Sinai
- LinkedIn
- Lokai
- L'oreal
- Marsh and McLennan Companies
- Michael Kors
- MKTG INC
- Morgan Stanley
- Myriad Restaurant Group
- NASDAQ
- National Hockey League
- New York Giants
- New York Mets
- New York Yankees
- NYPD
- Peoples Improv Theater
- Silverstein Properties
- Stillwell Partners
- The Donna Karan Company, LLC
- Tradeweb
- Sunshine Sachs
- Warner Bros. Pictures

### **International Partners:**

- Association of Victims of Terrorism
- Adelphi University
- Asociación Mutual Israelita Argentina (AMIA)
- Beslan Relief Fund
- C Global Consulting
- Coleman Raider International
- Columbia University Center for the Study of Trauma and Resilience
- Embassy of Sri Lanka
- European Network of Victims of Terrorism
- Families Moving On, County Omagh
- Foundation for Peace, England
- Global Survivors Network
- Harvard Law School Negotiation & Mediation Program
- Harvard University Weatherhead Center for International Affairs
- Haverford College Center for Peace and Global Leadership
- International Association of Social Work in Groups
- International Foundation for Terror Act Victims
- International Society of Traumatic Stress Studies
- Israeli-Palestinian Bereaved Families for Peace/Parents Circle-Family Forum (PCFF)Mid-Ulster Victims Empowerment Project
- Mothers of Beslan
- National July 22 Support Group
- New York State Psychiatric Institute
- Northern Ireland Phoenix Project, County Armagh
- NYU Child Study Center
- Outward Bound Center for Peacebuilding
- Tanenbaum Center for Interreligious Understanding
- The British Council, UK
- The Peaceful Education Community Center in Tulkarem
- The World Foundation of Music and Healing
- Queen's University, Belfast
- Russian Children's Welfare Society
- Self-Employed Women's Association/WIEGO
- Unforgotten Children of Beslan
- United States Institute of Peace
- WAVE Trauma Center, Belfast
- Women Without Borders/Sisters Against Violent Extremism (SAVE)
- Women Without Walls Initiative, Nigeria
- Youth Peace-Building Network

### **Institutional and Community Partners:**

- 9/11 Environmental Action
- The Adelphi University Institute for Parenting
- AFL-CIO Member Assistance Program
- Asociación Tepeyac de New York
- Bryn Mawr College Graduate School of Social Work and Social Research (GSSWSR)
- Child Mind Institute
- District Council 37
- The FDNY Counseling Service Unit
- The FDNY Data Center
- The FealGood Foundation
- Friends of Firefighters
- Heart 9/11
- HHC Survivor Program/HHC Data Center
- Inner City Fund
- International Association of Fire Fighters
- Long Island Jewish Hospital
- Mental Health Association of NYC
- Mt. Sinai Medical Center
- Mt Sinai School of Medicine
- National Disaster Interfaith Network
- National Institute for Occupational Safety and Health, Centers for Disease Control and Prevention
- National September 11<sup>th</sup> Memorial & Museum
- The New York City Department of Health and Mental Hygiene
- The New York City Mayor's Office
- The New York City Mental Health Association
- New York Committee for Occupational Safety and Health
- New York Says Thank You
- New York State Department of Health
- North Shore Child and Family Guidance Center
- NYU/Bellevue
- Peninsula Counseling Center
- The Police Organization Providing Peer Assistance (POPPA)
- Psychological Services Center of Long Island
- University at C.W. Post
- Responder/Survivor Clinical Centers of Excellence
- The Rosen Family Wellness Center of North Shore-LIJ Health System
- Sergeant's Benevolent Association
- Single-Stop USA
- The Stephen Siller Foundation
- Stony Brook University
- The World Trade Center Health Program
- The WTC Environmental Health Center at NYC Health and Hospitals Corp
- University of Medicine and Dentistry of New Jersey (UMDNJ)
- UMDNJ School of Public Health
- Voices of September 11<sup>th</sup>
- WTC Health Registry
- WTC Medical Monitoring and Treatment Centers in NY and NJ

### **Military Partnerships:**

- A Soldier's Child
- Air Force Families Forever
- Air Force Special Operations Community
- American Widow Project
- Army Survivor Outreach Service
- Building Homes for Heroes
- Children of Fallen Patriots Foundation
- Hearts for Hope
- Hello to Heroes
- Jericho Project
- Marine Corps Long-Term Assistance Program
- Marine Corps Scholarship Foundation
- Massachusetts Soldiers Legacy Fund
- Navy Gold Star Program
- Operation Goody Bag
- Snowball Express
- TAPS



**A Long-Term Service Model for Disaster  
Recovery and Healing Through Community**



## Our Mission & Experience

Tuesday's Children was founded to promote long-term healing in all those directly impacted by the events of Tuesday, September 11, 2001. ***Our mission today is to keep the promise to those children and families while serving and supporting communities affected by acts of terror worldwide.***

No other organization has the experience of Tuesday's Children in providing a broad range of long-term support programs to the entire 9/11 community for nearly 15 years.

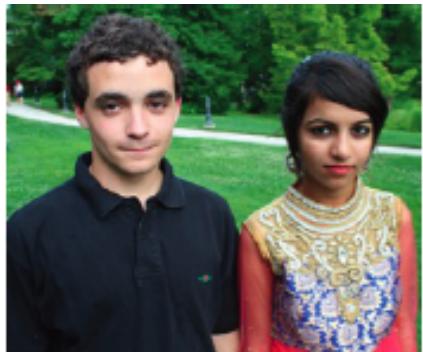




# Our Long-Term Healing Model:

## We have learned that communities need...

- ✓ Long-term commitment and response
- ✓ Broad, community-based outreach
- ✓ Needs-based, adaptive approach
- ✓ Evidence-based, resilience-building services
- ✓ Carefully selected partnerships
- ✓ Family/community involvement and feedback





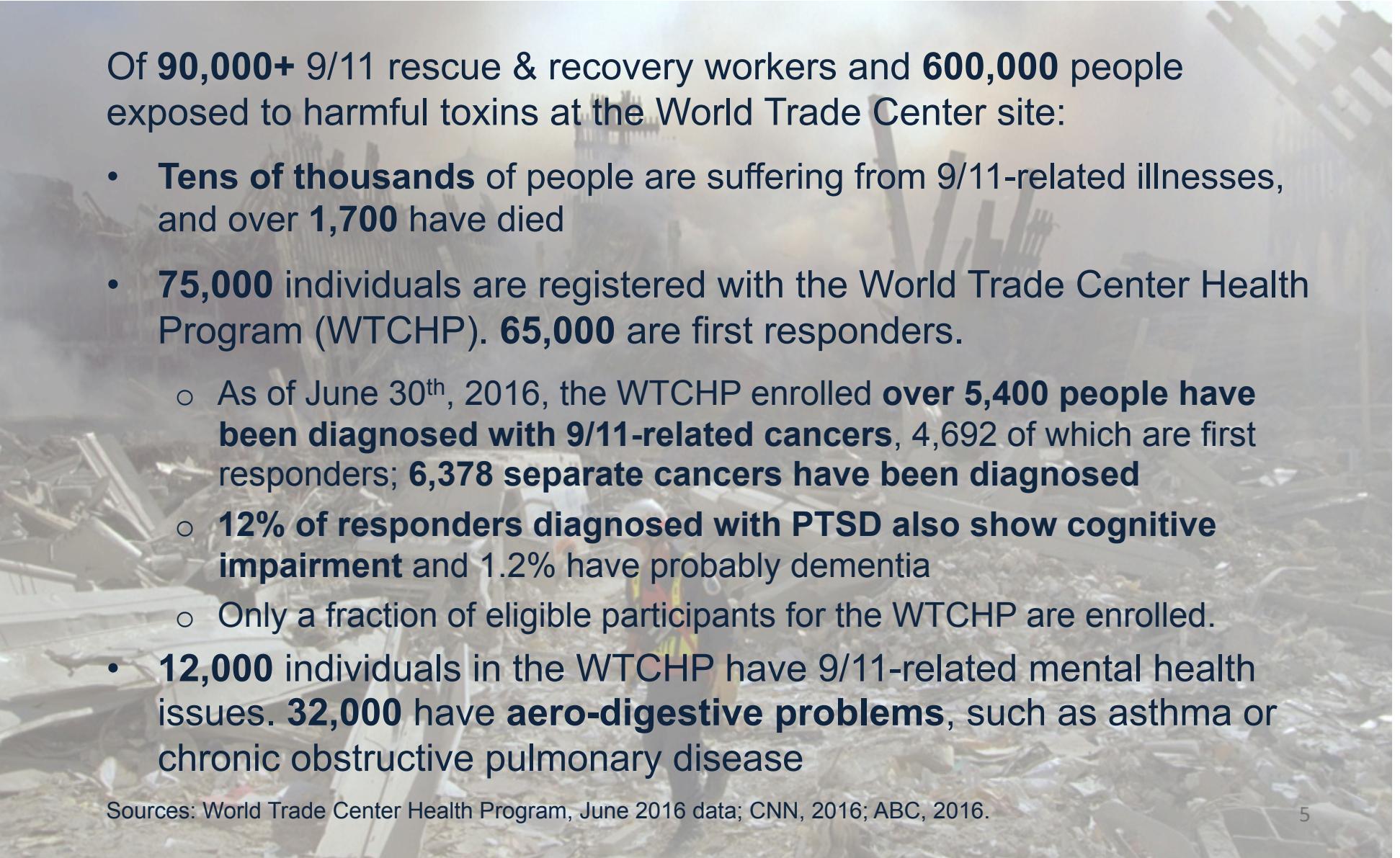
## The Ripple Effect: *9/11 in Facts and Figures*

- **2,977** individuals from **more than 90 nations** were killed
  - **3,051** children lost a parent
  - **1,609** people lost a spouse
  - **40%** of families (1,113) received no remains
- **20%** of Americans knew someone hurt or killed in 9/11 attacks
- More than **90,000** people responded in recovery efforts
- Some **600,000** people were exposed to harmful toxins at the World Trade Center site
  - Over **33,000** people are suffering from 9/11-related illnesses
- An estimated **422,000** New Yorkers suffered from PTSD after 9/11
- More than **2.3 million U.S. troops** have been deployed to Iraq and Afghanistan since 9/11

Sources: CNN.com, 2013. New York Daily News, 2014. Yahoo News, 2014. Time Warner Cable News, 2014. Al Jazeera America, Oct 2015. New York Times, March 2015



# Impact of Recovery Efforts

A grainy, black-and-white photograph showing the vast expanse of twisted metal and debris from the World Trade Center site, serving as a somber backdrop for the slide content.

Of **90,000+** 9/11 rescue & recovery workers and **600,000** people exposed to harmful toxins at the World Trade Center site:

- **Tens of thousands** of people are suffering from 9/11-related illnesses, and over **1,700** have died
- **75,000** individuals are registered with the World Trade Center Health Program (WTCHP). **65,000** are first responders.
  - As of June 30<sup>th</sup>, 2016, the WTCHP enrolled **over 5,400 people have been diagnosed with 9/11-related cancers**, 4,692 of which are first responders; **6,378 separate cancers have been diagnosed**
  - **12% of responders diagnosed with PTSD also show cognitive impairment** and 1.2% have probably dementia
  - Only a fraction of eligible participants for the WTCHP are enrolled.
- **12,000** individuals in the WTCHP have 9/11-related mental health issues. **32,000** have **aero-digestive problems**, such as asthma or chronic obstructive pulmonary disease

Sources: World Trade Center Health Program, June 2016 data; CNN, 2016; ABC, 2016.



# Military Impact of 9/11

- **2.3 million troops deployed** = 2.3 million families impacted
- **350,000** Gulf War era veterans reside in NY, NJ & CT
  - **200,000** reside in New York State
  - **40,000** will re-enter the workforce in coming years
- **18,127 U.S. military deaths** since 2001 (**50,000+** wounded)
  - **6,639** U.S. military killed globally in War on Terror
  - **2,700** U.S. military suicides
- **44% of veterans have children**
  - There are approximately **57,000** U.S. military widows
  - An estimated **170,000** children have lost a military parent
  - **60%** of children of active-duty fallen are **under 12**, and **27%** are **under 5**
- **60% of families of active-duty fallen earn less than \$50,000/yr (below the U.S. median income)**

Sources: Department of Defense 2014 Personnel Reports. "Operation Iraqi Freedom (OIF) U.S. Casualty Status" American Forces Press Service. United States Department of Defense, 18 January 2013. National Center for Veterans Analysis and Statistics, 2014. United War Veterans Council, 2014. U.S. Department of Veterans Affairs, 2013. Society of Military Widows, 2016. Lucas Group/Children of Fallen Patriots Foundation, 2014. U.S. Census Bureau, 2014.



# Global & Domestic Terrorism

- Since 2000, over **61,000** global terrorist incidents have caused more than **140,000** deaths
  - **130** people killed and **368** injured on November 13, 2015 in Paris
  - **Terror attacks around the world** in Afghanistan, Egypt, Iraq, Israel, Lebanon, Nigeria, Pakistan, Somalia, Tunisia, Turkey and other countries in recent months have left families, children and communities severely traumatized and bereaved
- The frequency of **mass shootings and domestic terrorism** in the U.S. is garnering growing public concern
  - **FBI data** shows that mass killing happen approximately **every two weeks** in the United States. **1/3** of victims in these incidents are under the age of **18**
  - **Mass Shooting Tracker** (*broader definition than FBI*) shows **more than one mass shooting a day** and over 180 in the first half of 2016

Sources: Global Terrorism Index, FBI, Mass Shooting Tracker.

# Emotional Impact of Traumatic Loss

**Losing a Loved One** under any circumstance is truly tragic. For the families of 9/11 and other tragedies, the sudden and violent nature of their loss often becomes an overwhelming and defining characteristic of their lives.

**Emotional and Physical Wounds** linger and further disrupt family dynamics.

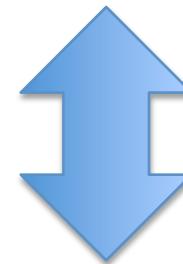
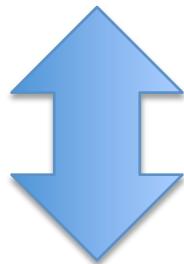
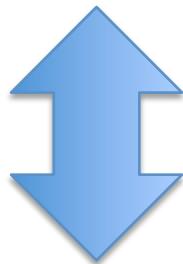
Time may help to heal wounds, but there is **No Defined Timeline for the Healing Process**.

**COMMON BONDS:**  
Profound Loss and/or Trauma  
Financial Uncertainty  
Disrupted Family Dynamics  
Psychological Impact  
Fear of Being Forgotten  
Social Isolation



# Definitions of Trauma & Grief

**Trauma:** an emotional response to a terrible event like an accident, rape or natural disaster. Immediately after the event, shock and denial are typical. Longer term reactions include unpredictable emotions, flashbacks, strained relationships and even physical symptoms like headaches or nausea. While these feelings are normal, some people have difficulty moving on with their lives. (American Psychological Association)



**Grief:** the natural reaction to loss. Grief is both a universal and a personal experience. Individual experiences of grief vary and are influenced by the nature of the loss. Some examples of loss include the death of a loved one, the ending of an important relationship, job loss, loss through theft or the loss of independence through disability. (Mayo Clinic)

# Trauma & Grief

<b>TYPES OF TRAUMA</b>	<b>DESCRIPTION</b>	<b>TYPES OF GRIEF</b>	<b>DESCRIPTION</b>
Post-Traumatic Stress Disorder (PTSD)	May result from direct exposure to a traumatic event	Traumatic Loss	Sudden loss often of a violent or graphic nature
Intergenerational Trauma	Personal and collective traumatic experiences can be transmitted generationally	Complicated Grief	Prolonged or complex grieving process typically associated with sudden and traumatic loss
Vicarious Trauma	Common among caregivers working with those directly exposed	Ambiguous Loss	Often the result of lack of closure that delays the grieving process
Trauma Triggers	Reminders that may result in hyperarousal, avoidance, etc.	Varied Timelines & Developmental Perspectives	Everyone metabolizes grief differently, and children's responses change with development

# Reactions & Interventions

EFFECTS OF TRAUMA	PROCESS	GRIEF REACTIONS	PROCESS
Fear/Loss of Safety	Establish safe environment; individual and group agreements, inclusion, non-judgment	Longing/Yearning	Find positive ways to incorporate memories of loved ones into one's life
Dissociation	Mindfulness/Body Awareness	Withdrawal	Establish trusted social supports
Hyper arousal	Identifying triggers; individual and group regulation	Depression	Address whether this is specific to grief and whether further intervention is needed
Isolation	Process: speaking and witnessing individual narratives	Anxiety	Identify/address fears of loss/abandonment, establish safe environment



# Origins of Tuesday's Children

Objective was to give 9/11 children the childhood they might not get to have due to the loss of their parent... not to replace the parent, but to remember and honor them.

**Early on, our threefold aim was to support families and children as:**

- ✓ Special event resource
- ✓ Family support network
- ✓ Children's mentor program

**Created 'by the families, for the families'**



## Who We Serve

**more than 10,000 individuals impacted by 9/11  
and similar tragedies, including:**

- **1,500 Families who Lost a Loved One on 9/11**
- **1,300 Responder Families**
- **550+ International Youth from 25 countries**
- **500+ Military Families**
- **Other Communities impacted by tragedy:**
  - Newtown, CT
  - Global victims of terrorism



# Program Development

## Family Engagement

- Building community through sports games, theatrical performances, other recreational events
- Events helped to register families, identify ongoing needs and conduct outreach for specific programs



## Wellness, Life Management & Skills Development

- An early identified need was to assist families coping with chaos and busy schedules through wellness programs and workshops.



## Mental Health & Counseling

- In early years, we provided referrals to a network of mental health services, and in later years, in-house counseling and psychosocial components in all programs and services



# Timeline of Tuesday's Children's Program Development

## Formation of Tuesday's Children

- Community Response to 9/11
- Outreach
- Needs Assessment

## Early Programs (2001-2003)

- Family Engagement
- Community Building
- Mental Health & Wellness

## Program Development (2004-2008)

- Mentoring
- Children/Teen Programming
- Parenting Programs/Life Management
- Ongoing Assessment

## Established Programs (2009-Present)

- Engagement & Outreach
- Creative Insight
- Youth Mentoring
- Career Resource Center
- Helping Heals
- Mental Health & Wellness
- Project COMMON BOND
- Long-Term Healing Model

## Keeping the Promise

- Maintain services for 9/11 families
- Help others (responders, veterans, global communities)
- Expand services to Military Families
- Expand Project COMMON BOND
- **Share Our Knowledge**

# Signature Programs

- Engagement & Outreach
- Mental Health & Wellness
- Project COMMON BOND
- Youth Mentoring
- Career Resource Center
- Helping Heals
- Skills Development
- Creative Insight
- Project Heart to Heart



# Signature Program

## *Engagement and Outreach*

Engagement and Outreach has been a cornerstone of Tuesday's Children's outreach efforts for the past 15 years.

These services ***build trust and community*** through fun, ***family-focused activities***, including:

- ✓ Sports events with major sports franchise partners
- ✓ Family outings (bowling, comedy, theater, circus)
- ✓ Sponsored events with other major community partners
- ✓ Fishing trips & local tours

Events are offered to ***all service populations*** and help to connect families to a ***nurturing community of healing***.



# Signature Program

## *Mental Health and Wellness*

**Mental Health and Wellness** services include *individual and family counseling, keynote talks and seminars*, and *holistic support* to address trauma and grief symptoms and improve family dynamics.

**Programs are designed, in consultation with mental health experts:**

- ✓ To provide *supportive and therapeutic services* to children and families impacted by terrorism and traumatic loss.
- ✓ To *create bridges* between mental health and wellness programs.



# Signature Program

## *Project COMMON BOND*



Participants include:

- ✓ **65 young adults**, ages 15-21
- ✓ **10-12 organizational leaders** representing our international partners
- ✓ **25+ staff members/volunteers**, including mental health clinicians, conflict resolution experts, and creative arts therapists

**Project COMMON BOND**, founded in 2008, is a unique international program that unites young people from around the world who share a **“common bond”**— the loss of an immediate family member in an act of terrorism, violent extremism or war.



# Global Community

## Project **COMMON BOND**

Project **COMMON BOND** has created a **global community** of over 550 teenagers and young adults from 25 countries to **build relationships** across cultural, historical, ideological, and political differences.



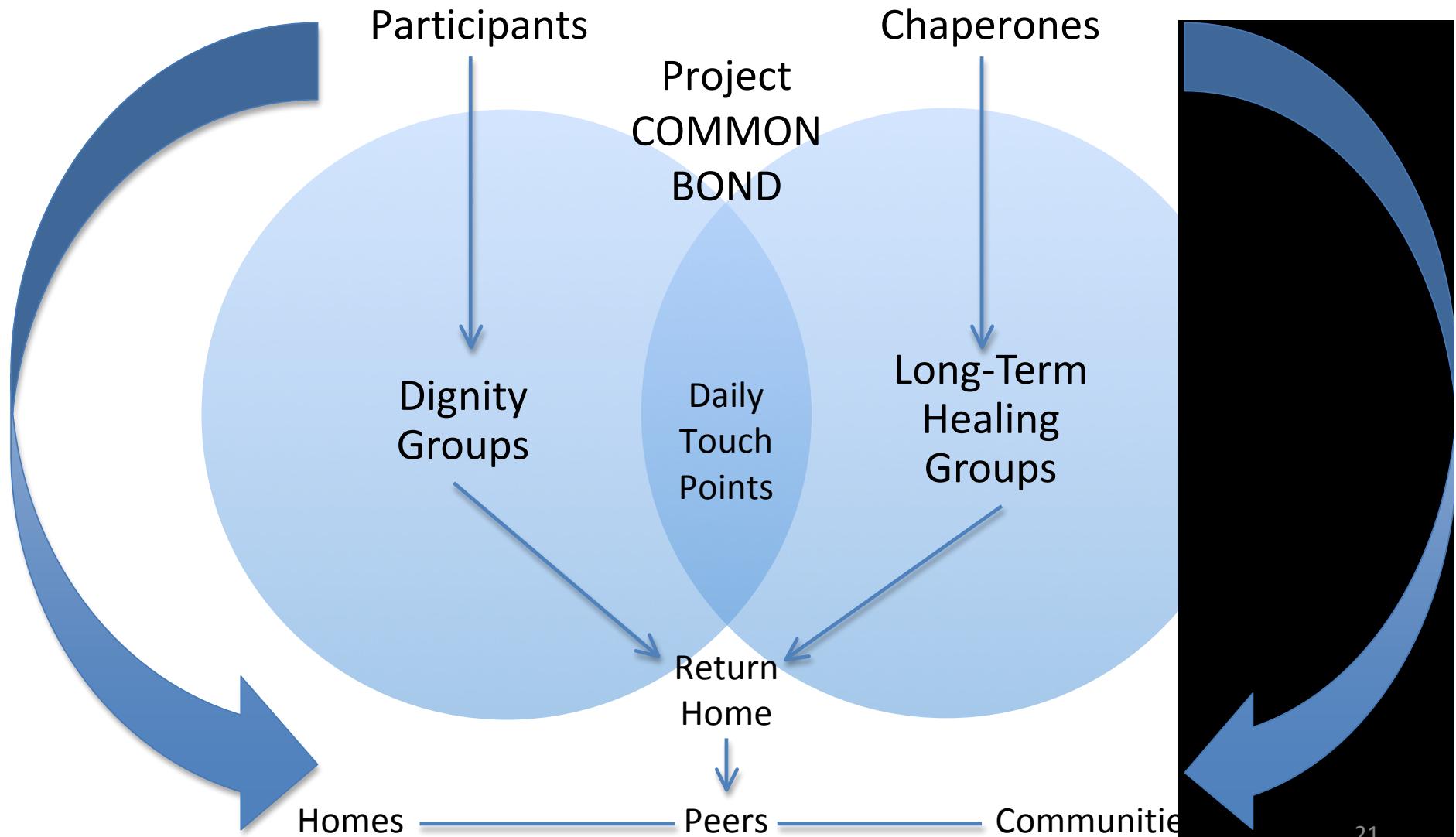
### Participant countries:

Algeria, Argentina, Colombia, Croatia, England, France, Haiti, India, Indonesia, Ireland, Israel, Kenya, Kosovo, Liberia, Macedonia, Morocco, Nigeria, Northern Ireland, Norway, Pakistan, Palestine, Russia, Spain, Sri Lanka and the United States



# Cultural Support Model

## *Project COMMON BOND*



# Signature Program

## Youth Mentoring

**Youth Mentoring** is one of Tuesday's Children's longest running programs, successfully matching together **120 pairs** of mentors and mentees. Our **average match exceeds 2 ½ years**, with **some reaching over 10 years**.

Tuesday's Children's Youth Mentoring Program is designed to facilitate:

- ✓ **Group Dynamics**
- ✓ **Team Building**
- ✓ **Community Service**
- ✓ **Social and Emotional Growth**
- ✓ **Resilience Building**
- ✓ **Coping Skills**
- ✓ **Healthy Choices**



# Signature Program

## Career Resource Center

Tuesday's Children's **Career Resource Center** includes **career and college prep** services, **career shadow days, leadership development**, workshops, **networking events** and our annual **Take Our Children to Work Day**.

Through **100+ industry contacts** and **programs attended by 1000+**, we have helped children who lost a parent connect to opportunities, including:

- ✓ **Job interviews**
- ✓ **Internships**
- ✓ **Job placements**
- ✓ **College acceptance**
- ✓ **Career Coach matches**



# Signature Program

## *Helping Heals*

**Helping Heals** connects youth and families impacted by 9/11 with community service-learning projects, disaster relief programs, and international and domestic volunteerism.

Our efforts, which have benefitted **5,000+ people in need**, have included:

- ✓ Recovery efforts after Superstorm Sandy and Hurricane Katrina
- ✓ Care packages for veterans
- ✓ Volunteerism at home and abroad
- ✓ 9/11 Day of Service and Remembrance
- ✓ Day of Service Honoring Veterans
- ✓ Coat drives
- ✓ Community fundraisers and improvement projects



# Signature Program

## *Skills Development*

**Skills Development** programming addresses the mental health and life issues faced by families dealing with a traumatic loss and provides ***valuable tools and life management skills.***

Programs like **Creative Insight**, **Project Heart to Heart** and **facilitated skill building trips** for teenagers and families allow for participants to develop skills for challenging life situations. Topics addressed include:

- ✓ **Financial and career planning**
- ✓ **Parenting advisement**
- ✓ **Family dynamics**
- ✓ **Trauma & grief support and coping mechanisms**



# Signature Program

## *Creative Insight: Taking the Next Step*

Based on the renowned **Stanford University Graduate School of Business** course, ***Creativity in Business***.

### **Creative Insight:**

- ✓ Enables individuals to discover and utilize their ***creative potential***
- ✓ Encourages innovative ***problem solving***
- ✓ Provides the tools needed to ***face challenges*** and experience more fulfilling lives
- ✓ In using creativity to ***strengthen and enrich our own lives***, we are better able to help ***fortify our families and communities***

Replicated in multiple settings:

- 400+ 9/11 ***Family Members & Responders***
- **Newtown, CT** community members
- Peer groups of ***Military & 9/11 Widows***



# Signature Program

## *Project Heart to Heart*

Project Heart to Heart is a ***three-day retreat*** that brings together **9/11 Widows** and **U.S. Military Widows**, providing a ***peer support network*** that helps them to grow, heal and form ***lifelong friendships***.

This ***strengths-based*** and ***resilience-building*** program is designed to:



- ✓ Give widows the resolution and space to commemorate their loss
- ✓ Allow widows to find ways to heal
- ✓ Help widows recreate their lives with a focus on positivity

# Adaptable Model for Community Long-Term Healing





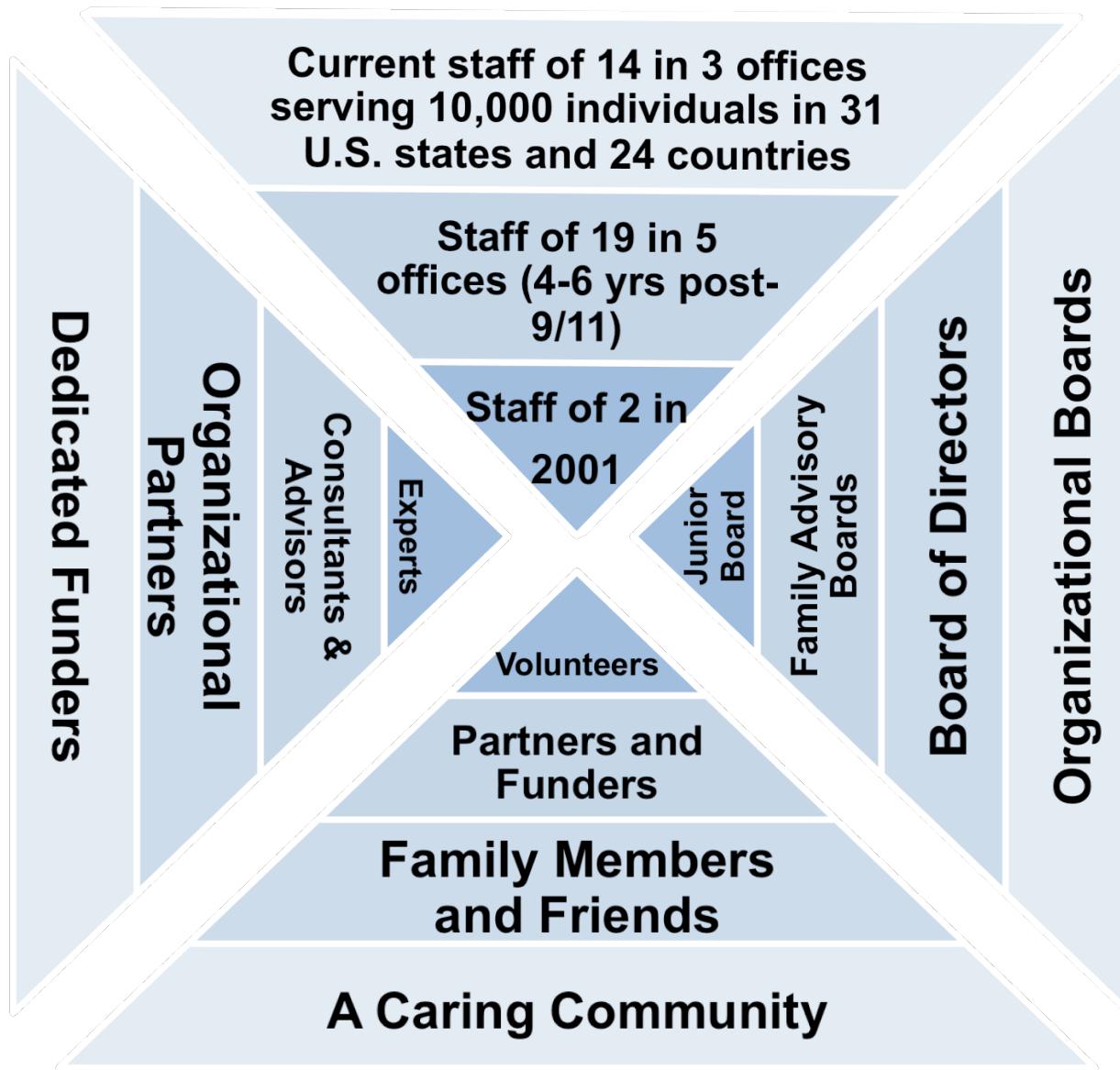
# Charting Our History:

nearly 15 years  
serving families  
impacted by 9/11



- 2001 — **Formation of Tuesday's Children** and first programs
- 2002 — Partnership with Bear Stearns: *Bear Cares*, a **mentoring program** for 9/11 children
- 2003 — First **Creative Insight**
- 2004 — Youth **Mentoring Program** is founded
- 2004 — First **teen programming** launches: **Take our Children to Work Day** and **Career Paths**
- 2006 — **First Responder Alliance** is formed
- 2007 — First **Helping Heals**
- 2008 — First annual **Project COMMON BOND**
- 2009 — First programming initiative incorporating **Veterans**
- 2010 — **Junior Board** is founded
- 2011 — Families commemorate **10<sup>th</sup> anniversary** of 9/11
- 2012 — **Career Resource Center** launches
- 2013 — **Resiliency Center of Newtown** opens
- 2014 — First **Project Heart to Heart** retreat with 9/11 and military widows
- 2015 — Extensive outreach to **Military Families** launched
- 2016 — **Long-Term Healing Model** train-the-trainer program and workbook release
- 2016 — **15<sup>th</sup> anniversary** of 9/11: anticipated uptick in need for programs

# Organizational Development





# Organizational Chart\*



\* As of June 2016, not including Resiliency Center of Newtown

# Community Building & Engagement

We focused on building bridges to families and creating positive experiences through their common bonds



- ✓ Through a network of **partners**: corporations, community agencies, youth programs, sports franchises, etc.
- ✓ Building a **community**, a family support network committed to meeting the long-term needs of these families coping with loss and trauma
- ✓ Non-clinical setting, informal family **engagement** activities



# Successful Expansions

Tuesday's Children expanded to responder families.

- *Responder outreach efforts increased our service population by as much as 83% in two years.*

... expanded to serve international youth.

- *Project COMMON BOND has served 550+ youth / young adults from 25 countries since 2008.*

... expanded to serve military families.

- *New outreach efforts doubled our military service population over the first six months of 2016.*

... expanded to other communities in need.

- *The Resiliency Center of Newtown served 1500+ people utilizing our Long-Term Healing Model.*

Throughout these efforts, Tuesday's Children has...

- ✓ Established strong partnerships
- ✓ Integrated new and current populations
- ✓ Engaged difficult-to-reach populations
- ✓ Increased annual fundraising



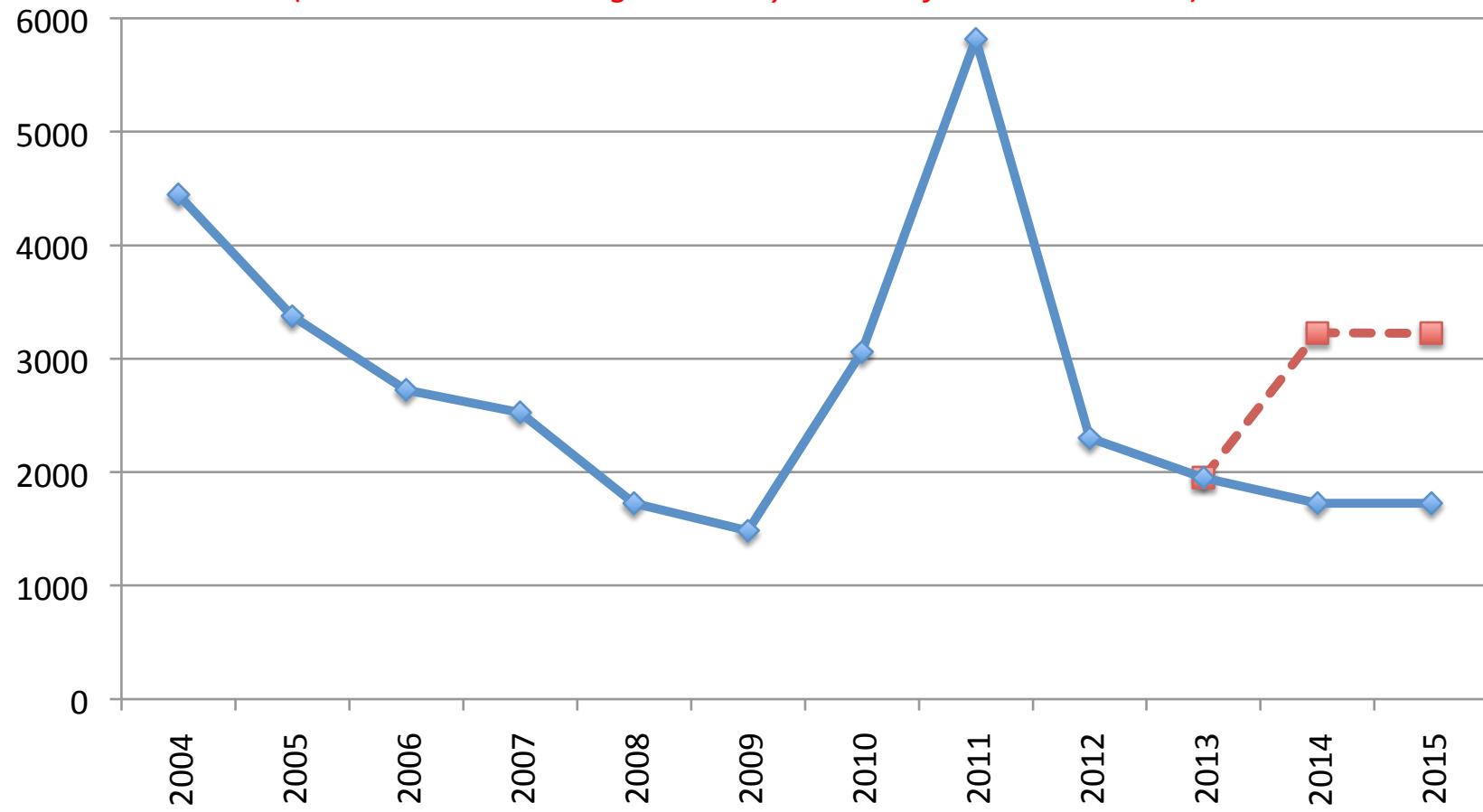


# Program Attendance Trends

## Analysis of Annual Attendance, 2004-2015

*Average 2,000 attendees/year, peak attendance around 10<sup>th</sup> anniversary\**

*(Attendance including Resiliency Center of Newtown in red)*

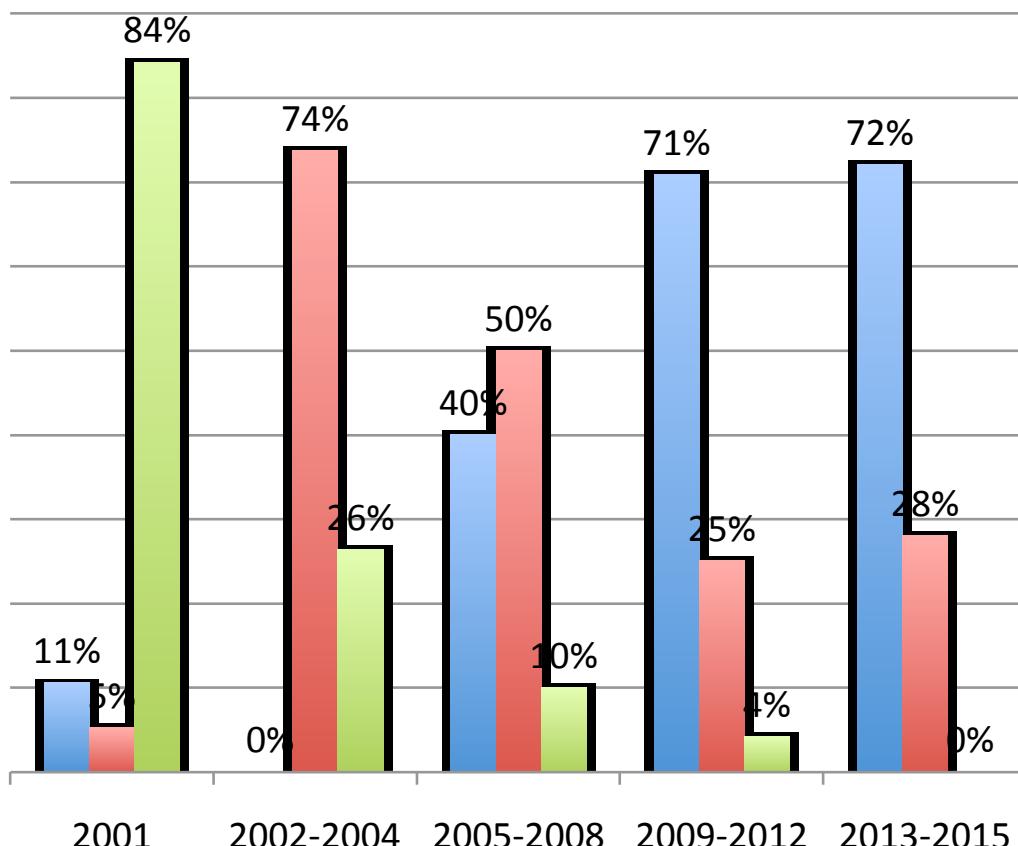


# Program Impact on Well Being

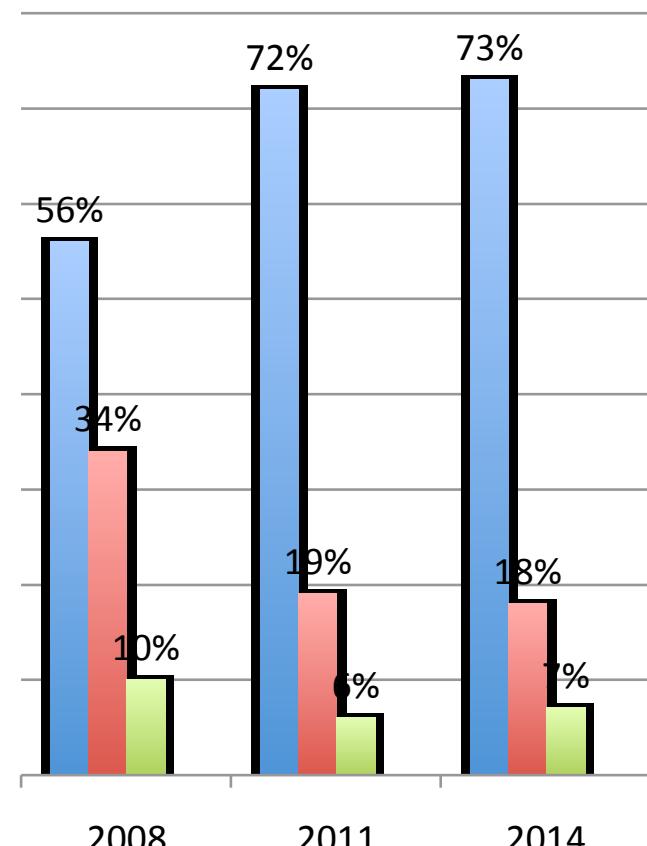
Sources: 2014 survey of key stakeholders. 2008, 2011 and 2014 family surveys. *Self-reported results, non-clinical assessment.*

- █ Excellent/Getting Better
- █ Improving but still struggling
- █ Having a hard time coping/Getting Worse

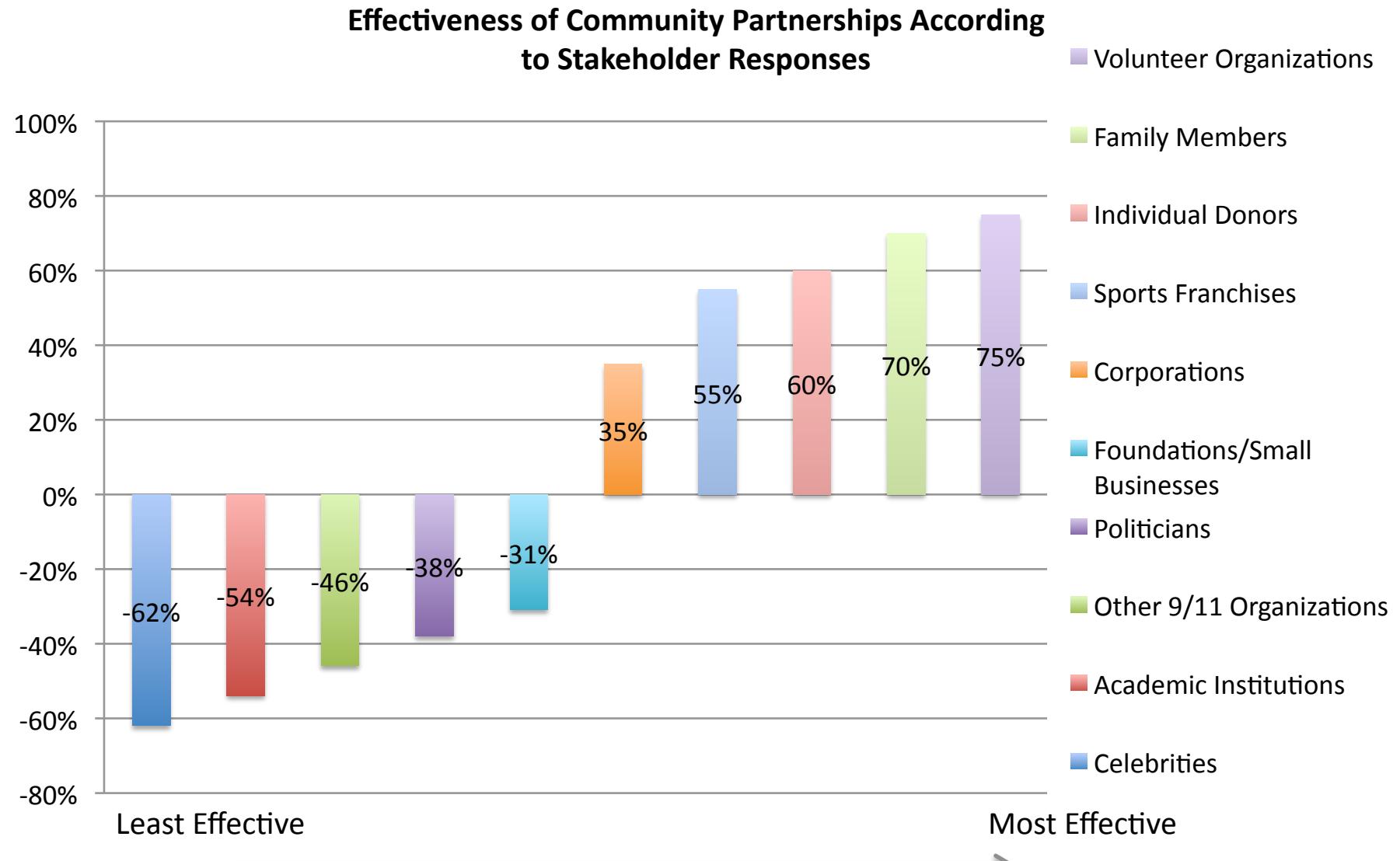
## Staff Observations showed:



## Family surveys showed:

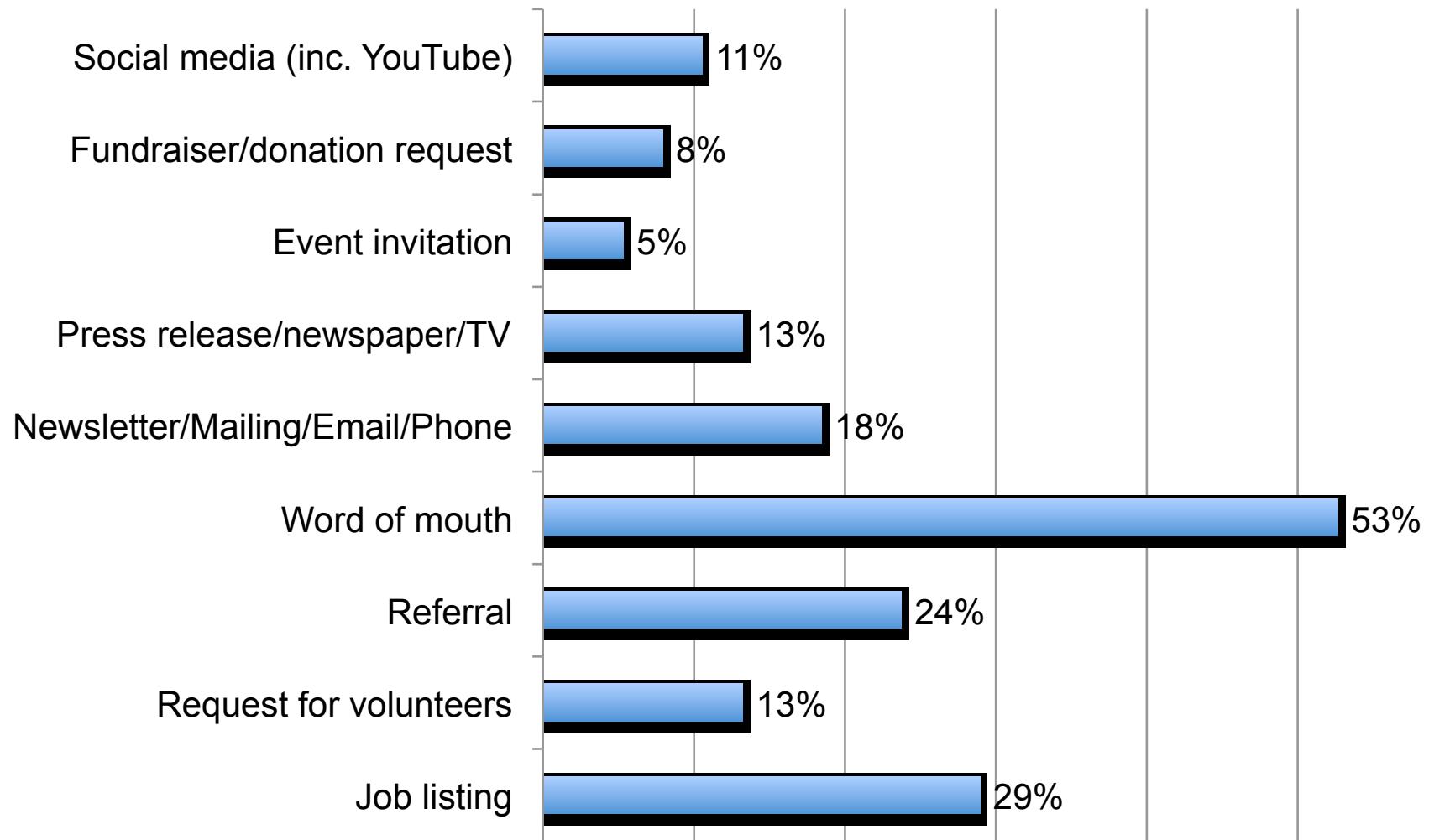


# Community Partnerships



Sources: 2014 survey of key stakeholders.

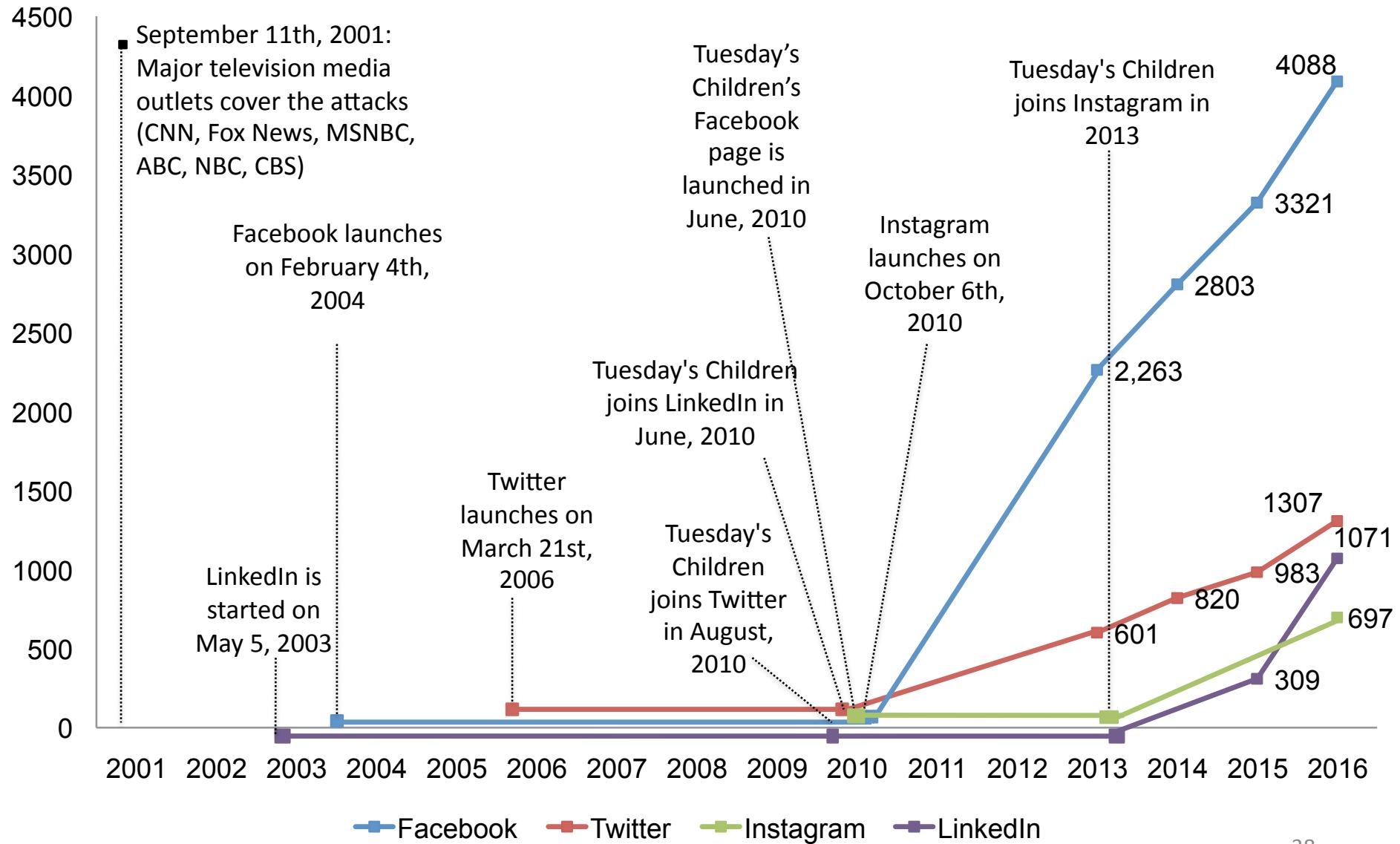
# Outreach Methods: How People Heard about Tuesday's Children



Sources: 2014 survey of key stakeholders.



# Social Media Milestones





# Responding to Other Tragedies

Tuesday's Children  
July 6 ·

We have been deeply saddened by the numerous acts of violence that are taking place around the world, and most recently in Iraq, Turkey and Bangladesh. As a community, we stand in solidarity with those impacted by the attacks. We are ready to offer to support to the victims and the community as they work towards healing, recovery and resilience.

Like   Comment   Share

## Our Definition of Tragedy

**Tragedy:** (noun) an event or occurrence that has a ***longitudinal impact*** causing ***profound loss***, emotional or physical wounds, suffering or devastation in a ***local or global community***, often resulting in multiple deaths and ***warranting long-term needs-based family-focused services*** to promote healing, build resilience, eliminate isolation and create common bonds.

Tuesday's Children  
July 27 ·

"I try to stay positive to keep everyone around me happy, because I want to be a light that shines and helps everyone else stay bright. I try to live my life in a way that would make (my father) proud." - Brendan.  
Take a look at our Project COMMON BOND program taking place right now, where 55 incredible young adults impacted by terrorism and traumatic loss have traveled from all over the world to share their experiences, connect and learn from one another. Thank You CNN for catching these stories all week! <http://www.cnn.com/.../he.../children-of-terror-camp/index.html>



### Kids stung by terror: Stop the hate

In the shadows of the Democratic National Convention in Philadelphia, children touched by terrorism and war come together to talk peace.

# Understanding Language

## Know Your Audience:

- ✓ *Determine what to say / what not to say*
- ✓ *Create a style guide and identify words with sensitivities*
- ✓ *Be mindful when using partner materials to edit for consistency and relevance*

## Glossary of Terms:

**9/11:** “the Pile” vs. Ground Zero “murdered” or “killed” vs. “died” or “passed away”, “widows”, “first responders” and “rescue/recovery workers.”

**Military:** “suicided” vs. “committed” suicide, “Gold Star” families, military “families of the fallen”, “surviving spouse”

**Newtown:** “brain” health vs. “mental” health, “dot” points vs. “bullet” points, “Sandy Hook parent” (community understanding vs. external connotation)

**Global Terrorism:** “victims” doesn’t convey strength and resilience

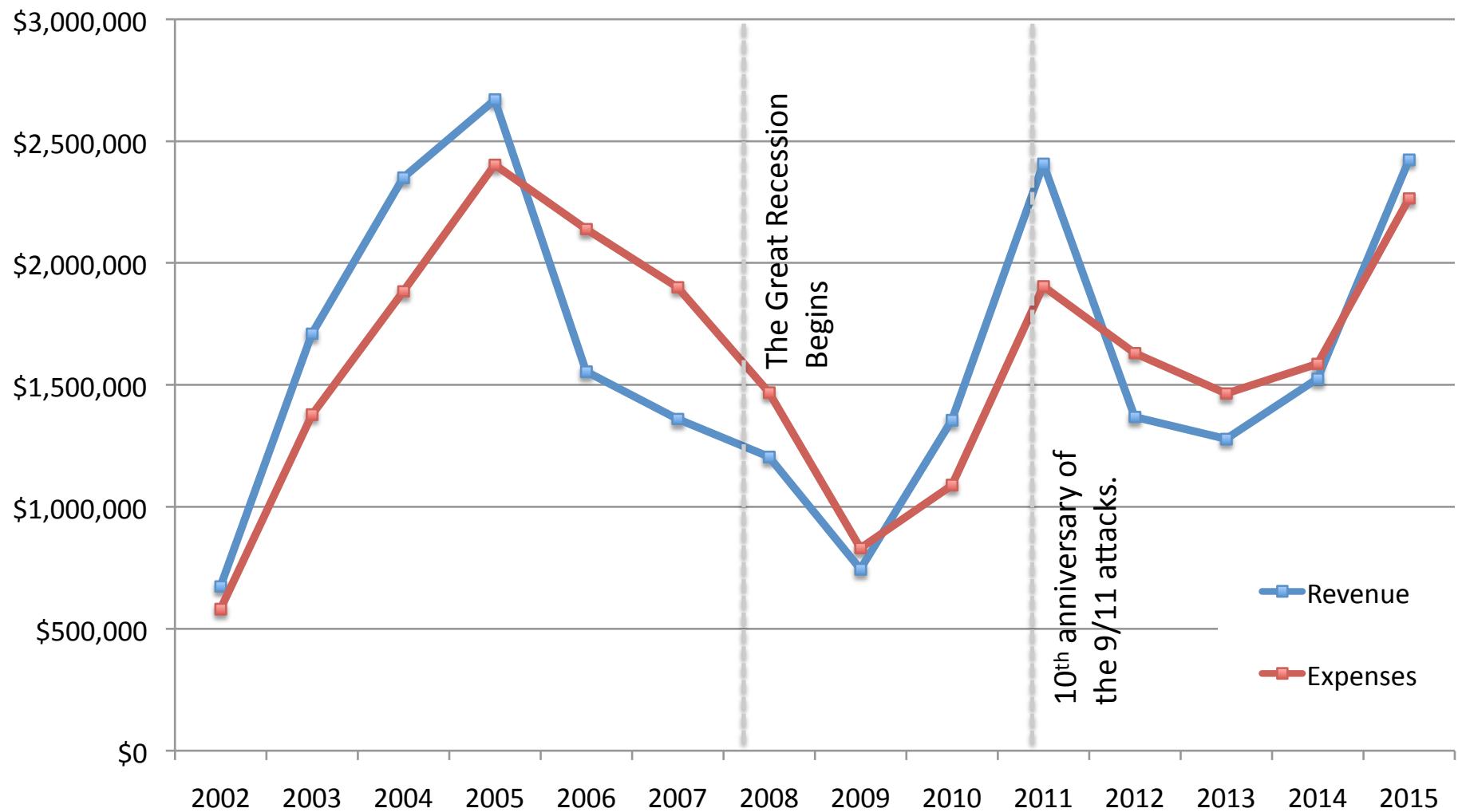


# Positive Keywords

Helping      Dedicated      Hopeful      Caring  
**Enduring**      **Mentoring**      *Supportive*      **Compassion**  
**Compassionate**      **Community**      Local  
Nurturing      **Family**      Endurance      *Thoughtful*  
Families      **Long-Term Healing**      **Healing**      Giving  
EMPATHETIC      **COMMITTED**      **Resilience**      Kindness  
Creative      **Generous**      Honor      **Proven**      Loyal  
**Concerned**      **Strong**      *Peace*      Engaged  
Recovery  
Promise

**Sources:** Survey of key stakeholders by Taproot Foundation pro bono team; public opinion survey by Junior Board student marketing team.

# Fundraising Trends: Annual Revenue & Expenses





# Locating Sources of Funding

Identify the Gatekeepers...



American  
Red Cross



Government



Community Funds

The majority of community support is available and distributed in the immediate aftermath of a tragedy

- Red Cross Liberty Disaster Relief Fund = over \$1 billion, of which \$643 million spent or committed by September 11, 2002
- By 2003, 1,271 foundations, corporations, and institutional donors gave nearly \$1.1 billion in more than 4,000 gifts for relief and recovery (*some to support the Red Cross Liberty Disaster Relief Fund*)
- From 2001-2003, the 9/11 Victims Compensation Fund had distributed 5,560 awards (out of 7,408 claims) totaling \$7 billion

Create a short- and long-term fundraising strategy with a focus on sustainability and diversified funds

- In 2011, 9/11-related institutional giving amounted to \$6 million in 62 gifts, the majority going to 9/11 memorials

Sources: Unprecedented Events – Unprecedented Response, The American Red Cross, 2002; Giving in the Aftermath of 9/11, The Foundation Center 2003; Tuesday's Children analysis of institutional giving post-9/11 (from Foundation Center data), 2014.

# How Does This Model Fit?



Examine  
*Adapt*  
Adjust  
*Evolve*  
Improve



## This is not one size fits all...

- Identify **variables** specific to your community and their needs.
- Determine any **adjustments and changes** needed (e.g. cultural considerations, language, format, outreach methods, frequency, length, content of programs).
- Focus on **creating trust** and building **long-term support**.



# Replication & Validation

The **Resiliency Center of Newtown, CT** was founded by Tuesday's Children and implemented our **Long-Term Healing Model** to create services for families impacted by the December 14, 2012 shootings at Sandy Hook Elementary School.



Since opening in **September 2014**, the Center has provided services to over **1,500** members of the community and is now a standalone nonprofit organization.





# Expanding to Serve Military Families

## Considerations:



- ✓ **Mission Alignment** — our Long-Term Healing Model readily lends itself to the needs of military families
- ✓ **Feasibility** — a 2012 Morgan Stanley study determined Tuesday's Children should expand to serve military populations
- ✓ **Past Successful Expansions** — prior success expanding to responders, international youth and other communities
- ✓ **Identified Gap in Services** — our family-focused community-based services fill a gap in current services for military families
- ✓ **Signature Programs** — existing needs-based and evidence-based programs can already accommodate military families



# Highlighted Gaps in Services



	tuesday's children	Wounded Warrior Project	IAVA	Wounded Warrior Project	Blue Star Mothers	TAPS	Bonds of Courage	Hope for Warriors
Family Engagement	✓	✗	✗	✓	✓	✓	✗	✓
Family Programs	✓	✗	✗	✗	✗	✓	✓	✓
Children's Programs	✓	✗	✗	✗	✗	✗	✗	✗
Wellness	✓	✗	✗	✗	✗	✗	✓	✓
Career Resource Center	✓	✓	✗	✓	✗	✗	✓	✓

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**Tuesday's Children is uniquely positioned to fill the gap.**

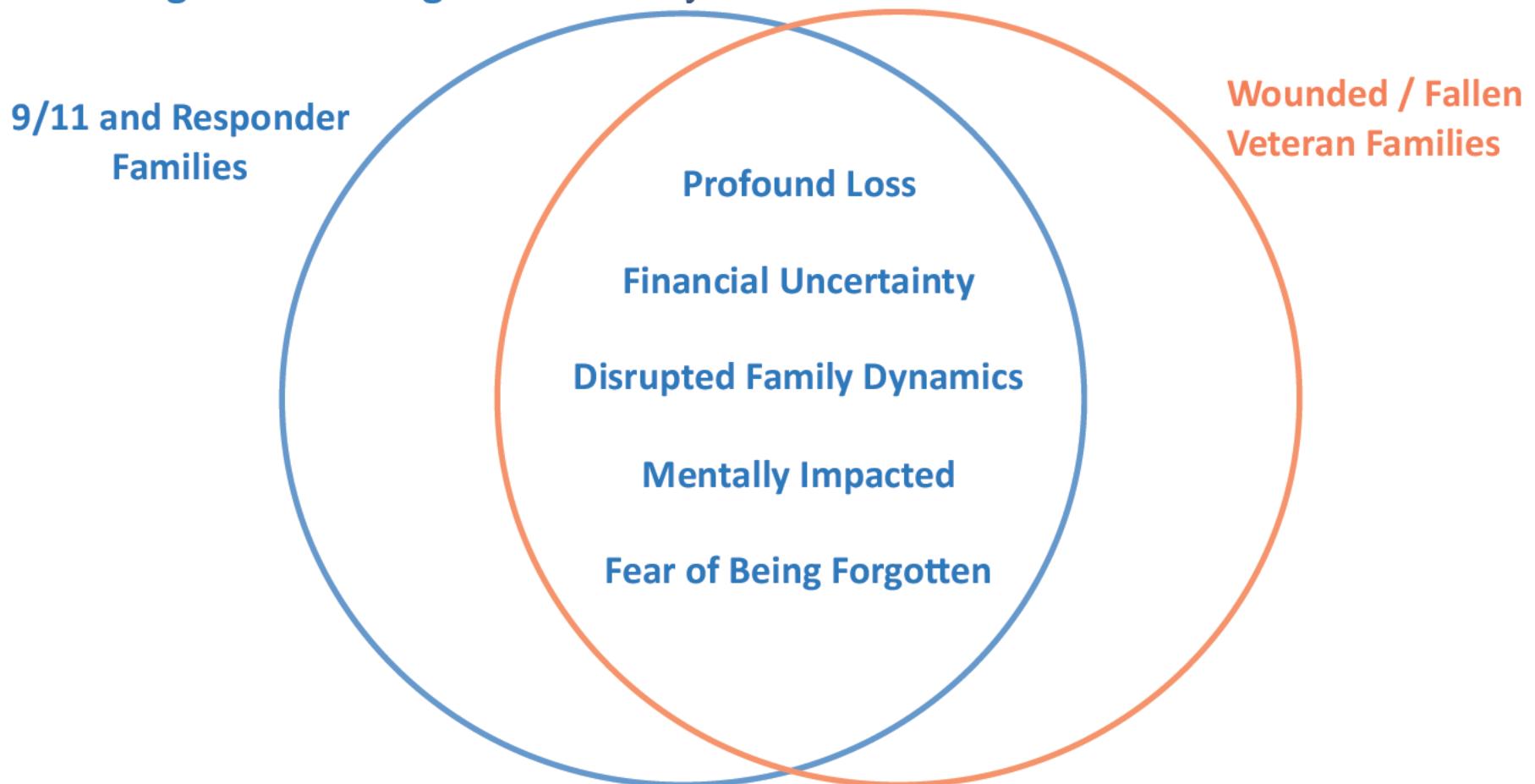
Source: Morgan Stanley pro bono research, 2012.



# Mission Alignment

Expansion to Wounded and Fallen Veteran Families is aligned with Tuesday's Children's mission due to **common bonds** with 9/11 and Responder families.

Our **Long-Term Healing Model** readily lends itself.



# Common Bonds, Common Purpose



*"The 9/11 community is very similar to the veteran community of my generation. The only difference is the direction we ran after the first tower was hit—first responders ran toward the buildings while others ran toward the recruiter's office. We served in Afghanistan and Iraq as a direct response to those attacks, and since then we have had to deal with the same problems: losing family members and friends, dealing with post-traumatic stress, and adjusting to a new life after sacrificing as much as we could to protect others."*

**—Derek Coy, Tuesday's Children Junior Board Member and Former U.S. Marine.**

*"When I first heard Tuesday's Children was developing programs for veterans and their families, my interest was piqued. Tuesday's Children was at the vanguard of caring for children who lost a parent on 9/11, and it made sense to me that they would be uniquely experienced to help other children in similar circumstances. After meeting the devoted staff and seeing firsthand how well the organization is run, I wanted to help in any way I could. I believe Tuesday's Children will make a positive and lasting difference for the children of those soldiers who gave the last full measure for this country."*

**—Jim Robinson, Former Tuesday's Children Junior Board Member and 3<sup>rd</sup> Battalion 75<sup>th</sup> Ranger Regiment '06-'10**





For more information visit [www.tuesdayschildren.org](http://www.tuesdayschildren.org)

